



**ANNUAL OPERATING AND CAPITAL BUDGETS
FISCAL YEAR 2013 – 2014**

**City of Helotes, Texas
Operating and Capital Budgets**

**Fiscal Year
October 1, 2013 – September 30, 2014**

City Council

Mayor	Thomas A. Schoolcraft
Mayor Pro-Tem	Bert Buys
Alderwoman	Cynthia Massey
Alderman	Alex Blue
Alderman	Edward Villanueva
Alderman	Paul Friedrichs

City Staff

Rick Schroder	City Administrator
Grace Tamez	City Secretary
Robert Hunley	Chief of Police
Walton Daugherty	Fire Chief

City of Helotes, Texas
Operating and Capital Budgets
FY 2013 - 2014
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BUDGET MESSAGE

August 8, 2013 (amended September 13, 2013)

City of Helotes City Council
12951 Bandera Road
Helotes, Texas 78023

Re: Proposed Fiscal Year Ending (FYE) 2014 Operating and Capital Budgets

Distinguished Members of the City Council:

I am pleased to present to you the proposed FYE 2014 Operating and Capital Budgets for your review, modification, if necessary, and approval. Currently, the proposed Budgets are balanced, meaning that we anticipate sufficient revenues to be generated by the City of Helotes to offset operating, debt service, and proprietary fund expenditures.

The FYE 2014 Budget process is as follows:

- | | |
|--------------------------|---|
| June 13, 2013 | City Council established the FYE 2014 Budget calendar. |
| July 1, 2013 | City Administrator transmitted FYE 2014 Budget forms, including preliminary expenditures per department, to Department Heads for departmental review and completion. |
| July 12, 2013 | Department Heads returned FYE 2014 Budget requests to the City Administrator. |
| Week of
July 22, 2013 | Department Heads met with me, the City Administrator, and the City Treasurer for further consideration of departmental requests. Upon completion, proposed FYE 2014 Budgets were finalized for City Council consideration. |
| July 25, 2013 | Bexar County Appraisal District Chief Appraiser certified and delivered the new tax roll to the City. Effective and rollback tax rates and schedules were calculated. |
| August 7, 2013 | Effective and rollback tax rates were published in the Helotes Echo. |
| August 8, 2013 | Municipal FYE 2014 Budget presentation is presented to City Council by the Mayor. This evening, the City Council shall vote to: <ul style="list-style-type: none">• Place a proposal to adopt a tax rate on a future City Council agenda. |

- Set dates and times for public hearings on the FYE 2014 Budget.
- Set dates and times for public hearings on the proposed tax rate.

August 14, 2013 Publish first quarter-page notice of public hearings in Helotes Echo.

August 22, 2013 Hold public hearings on proposed Municipal and EDC FYE 2014 Budgets and proposed City tax rate.

September 12, 2013 Hold public hearings on proposed Municipal and EDC FYE 2014 Budgets and proposed City tax rate. Hold public hearing on proposed City tax rate. Adopt Municipal FYE 2014 Budget; ratify EDC FYE 2014 Budget; and adopt proposed City tax rate.

Budget Plan

The proposed Municipal FYE 2014 Operating and Capital Budgets allow us to maintain the current level of municipal service to the citizens of Helotes, while controlling municipal growth and spending. We have done this by eliminating new hires, providing a manageable, yet generous, three (3) to five (5) percent salary increase across all departments, and allowing for significant investments in:

- Streets and Drainage;
- Public Works / Animal Control Equipment; and
- Fire / EMS Equipment.

In FYE 2013, the City invested heavily in Police Department audio / video equipment, new vehicles, and bullet proof vests. As a result, you will notice a proportional reduction in Police Department equipment expenditures in FYE 2014.

In addition, I propose a one-half (1/2) cent reduction in the ad valorem (property) tax rate from \$0.355 cents per \$100 valuation in FYE 2013 to \$0.350 cents per \$100 valuation in FYE 2014. The proposed reduction equates to approximately \$32,000.00 in reduced ad valorem tax revenue to the City; however, an anticipated increase in sales tax collections from business development and growth more than offsets this reduction. The proposed 2013 Tax Year Maintenance and Operating and Interest and Sinking tax rates are as follows:

Maintenance and Operating	Interest and Sinking	Total
\$0.27403 / \$100 Valuation	\$0.075970 / \$100 Valuation	\$0.35 / \$100 Valuation

The Bexar County Appraisal District (BCAD) certified approximately \$760 million in ad valorem taxable value for the City in Tax Year 2013. Of that, approximately \$132 million (or 17%) in ad valorem taxable value is subject to the senior citizen and disability tax ceiling implemented by the City in 2008. The 2013 Tax Year effective ad valorem tax rate is \$0.358656 per \$100 valuation. The 2013 Tax Year rollback ad valorem tax rate is \$0.373892 per \$100 valuation.

Additionally, the proposed FYE 2014 Budget Package includes a proposal to implement a Hotel Occupancy Tax (HOT) rate of seven percent (7%) within the City’s corporate limits and extraterritorial jurisdiction (ETJ). Currently, the HOT tax would not apply to any existing business within the City limits or its ETJ. However, as the City expands and businesses locate within the City limits and its ETJ, we can anticipate the possibility of hotel facilities within the City and, especially, the ETJ.

Lastly, amendments to the FYE 2014 Municipal Fee Schedule are included within this Budget proposal. From April 2012 to April 2013, the *Consumer Price Index for All Items for All Southern Urban Consumers* increased 1.93 points, or 0.86%. Most fees, licenses, and permit costs—except those related to building permit and/or plan review fees—are increased by the same percentage.

Departmental Expenses - Budget Comparison

Department	FYE 2013 Budget	FYE 2013 Year End Estimate	FYE 2014 Budget
City Council	\$2,600.00	\$2,727.00	\$2,600.00
Administration	\$637,429.00	\$662,172.00	\$690,345.00
City Secretary	\$97,242.00	\$97,496.00	\$111,613.00
Municipal Court	\$398,396.00	\$381,150.00	\$470,076.00
Human Resources	\$14,316.00	\$14,731.00	\$16,672.00
Development Svcs.	\$57,754.00	\$58,127.00	\$64,000.00
Animal Control / Public Works / Code Enforcement	\$250,086.00	\$227,682.00	\$249,710.00
Buildings and Grounds	\$246,544.00	\$252,685.00	\$260,585.00
Police Department	\$1,498,830.00	\$1,492,138.00	\$1,436,430.00
Fire Department	\$987,139.00	\$955,052.00	\$1,091,710.00
Total	\$4,190,337.00	\$4,143,961.00	\$4,393,741.00

Proprietary Fund Expenses (Net) - Budget Comparison

Department	FYE 2013 Budget	FYE 2013 Year End Estimate	FYE 2014 Budget
Dispatch	\$316,616.00	\$312,500.00	\$362,335.00
Emergency Medical Service	\$300,640.00	\$310,188.00	\$308,770.00
Total	\$617,256.00	\$622,688.00	\$671,105.00

Lastly, the implementation and necessary funding of three (3) capital improvement projects within the City warrant City Council discussion. As you are aware, the City received grant funding for the following two (2) projects in FYE 2012 and FYE 2013:

- | | |
|--|---|
| F.M. 1560 / Circle A Trail Realignment Project | \$1.336 Million Total Cost
\$0.267 Million Match |
|--|---|

- | | |
|---|---|
| OTHSD / Helotes Creek Linear Park Transportation
Enhancement Program | \$1.251 Million Total Cost
\$0.413 Million Match |
|---|---|

Additionally, the City will likely receive San Antonio Water System (SAWS) approval of a Local Benefit Extension Program whereby SAWS will fund one-half (1/2) of the construction costs for the City of Helotes S.H. 16 Water / Sewer Project. The total estimated cost of the project is \$2.95 Million or \$1.475 Million each for Helotes and SAWS.

All together, the aforementioned capital improvement projects will cost approximately \$5.537 Million, and the City / EDC will be responsible for approximately \$2.155 Million in matching funds and / or capital outlay. The City Council should determine what role, if any, the City / EDC will play in funding these projects and how the City / EDC will fund them. I have included the following proposed documents to facilitate discussion of these projects:

- Financial Advisory Agreement;
- Bond Counsel Agreement; and
- Reimbursement Resolution.

City Staff and I have worked diligently to prepare the Municipal FYE 2014 Operating and Capital Budgets for your review, modification, and approval. As aforementioned, the submitted Budgets are balanced, meaning that sufficient revenues are expected to be generated by the City of Helotes to offset projected expenditures. City Staff and I recommend approval of the submitted FYE 2014 Operating and Capital Budgets.

Please do not hesitate to contact me should you have any questions or comments. I may be reached by telephone at 210.695.5912 or by email at tschoolcraft@helotes-tx.gov. You may

also reach City Administrator Rick Schroder by telephone at 210.695.5913 or by email at rschroder@helotes-tx.gov.

Sincerely,

A handwritten signature in black ink, appearing to read "Thomas A. Schoolcraft". The signature is stylized with a large, circular flourish at the beginning and a long, sweeping tail that ends in a horizontal line.

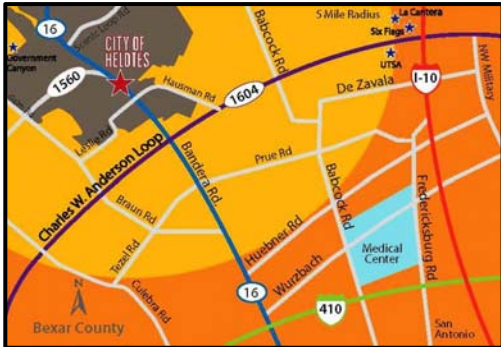
Thomas A. Schoolcraft
Mayor
City of Helotes, Texas



**FUNCTIONAL, FINANCIAL,
AND HISTORICAL PERSPECTIVE**

Helotes

City of Helotes A Historical Perspective

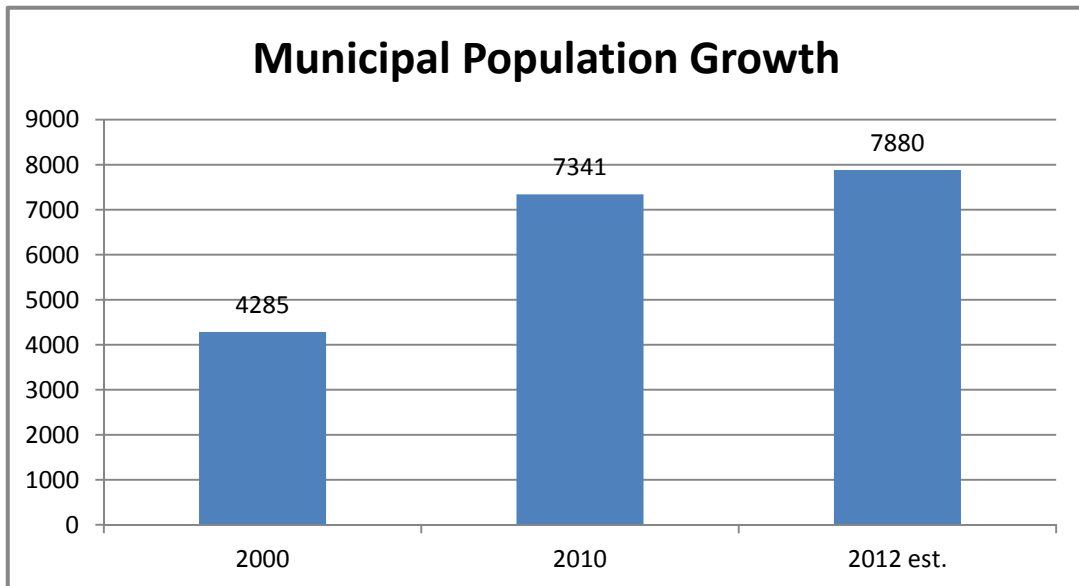


Surrounded by the beauty of the Texas Hill Country, the City of Helotes is a vibrant community boasting a flourishing economy and a high quality-of-life and is known as the “Gateway to the Texas Hill Country.”

Located just northwest of San Antonio, the City of Helotes was incorporated in 1981 as a Type A General Law municipality. Helotes, whose name is derived from the Spanish word *elotes* or “corn-on-the-cob,” has been on Texas maps since the 1850s. Once inhabited by Lipan Apaches, Tonkawas, and Comanches, the City originally served as a stagecoach stop between the cities of San Antonio and Bandera.

For decades, Helotes remained a farming community. The opening of the famous John T. Floore County Store in 1946 and the General Store marked a turn towards commerce and economic growth. The dance hall is listed in the National Register of Historic Places and, along with several other Helotes buildings, is a Texas Historic Landmark that draws top musical talent to its stages.

Today, the City of Helotes is a unique community that maintains its small town tranquility and family-oriented activities. Citizens remain committed to economic prosperity while balancing environmental consciousness and historic preservation with modern revitalization.



City of Helotes A Functional Perspective

The City of Helotes is a Type A General Law City operating under a Council-Mayor form of government. All powers of the City are vested in an elected Council, consisting of five members or aldermen and a Mayor. The Council enacts local legislation, determines City policies, and employs the City Administrator.

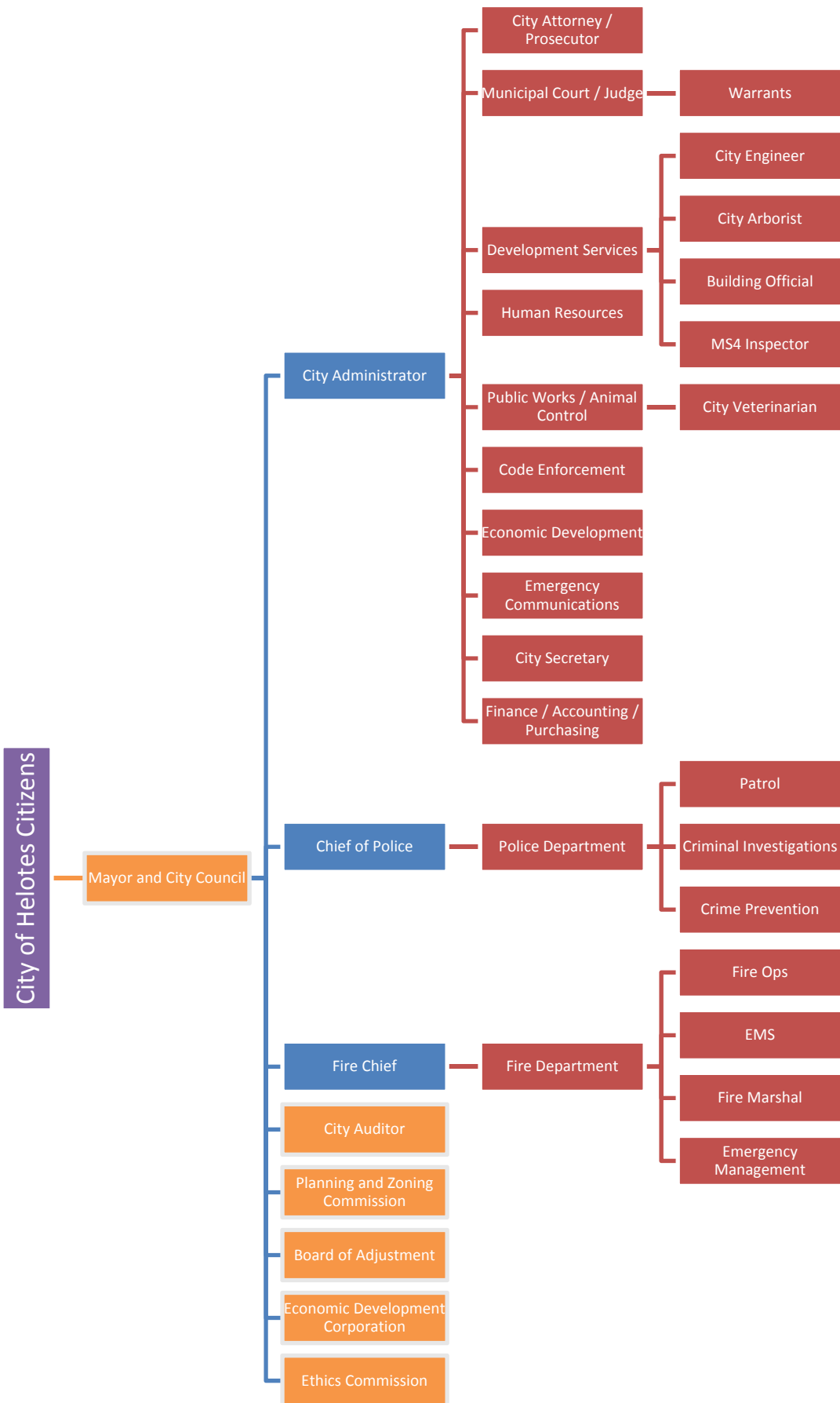
The Mayor is the Chief Executive Officer of the City and is responsible to the City Council for the proper administration of all affairs of the City. The City Administrator is the Chief Administrative Officer of the City and serves as the assistant to the Mayor and City Council in carrying out activities prescribed by them and those activities contained within the City Administrator's contract.

The City government provides a broad range of goods and services to its citizens. The activities and personnel required to provide these goods and services are organized into broad managerial areas called Funds. Funds are separate fiscal and accounting entities with their own resources and budgets necessary to carry on specific activities and attain certain objectives.

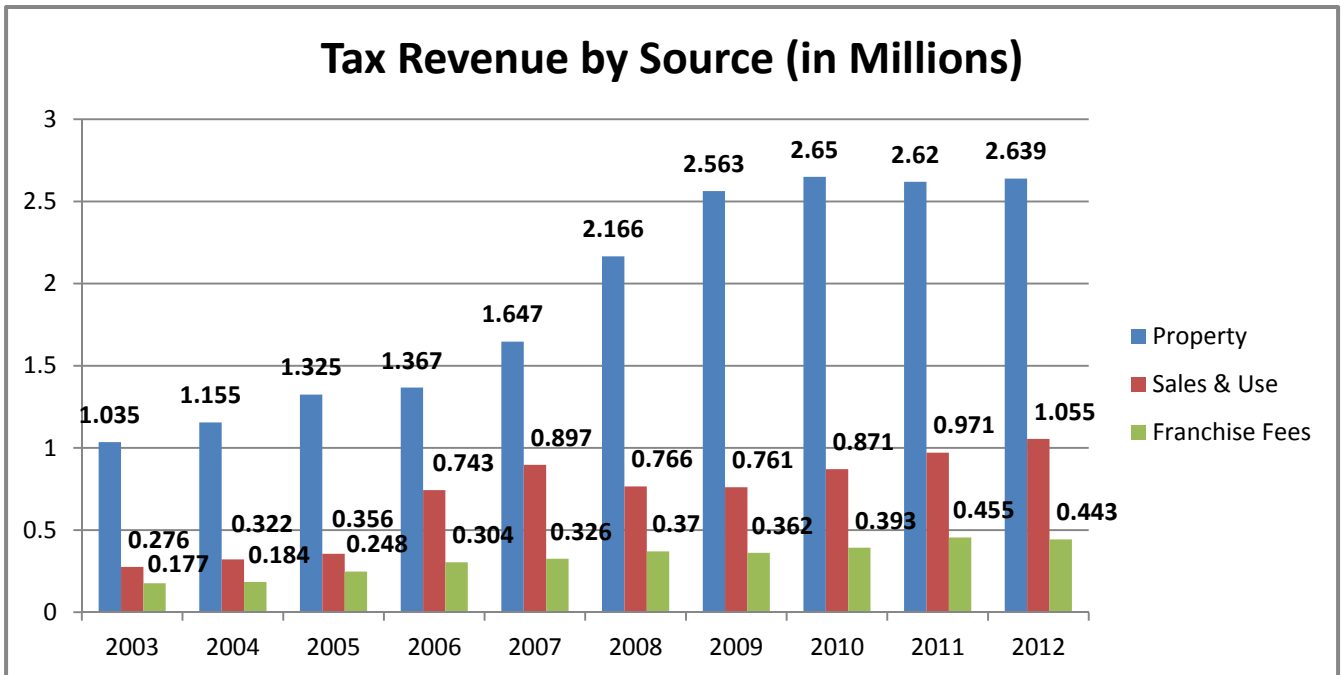
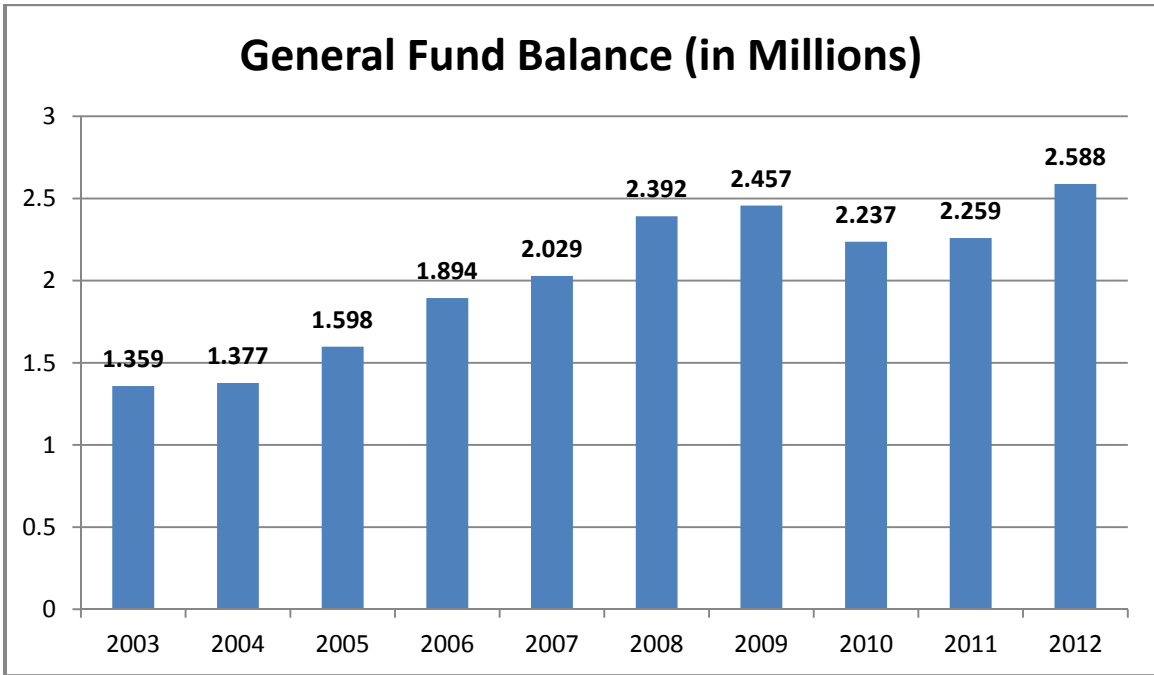
Funds are further organized into function groups called Departments. A Department is a group of related activities aimed at accomplishing a major City service or program (ie Police or Fire Departments).

A Department may be further divided into small areas called Divisions. Divisions perform specific functions within the Department (ie Criminal Investigations).

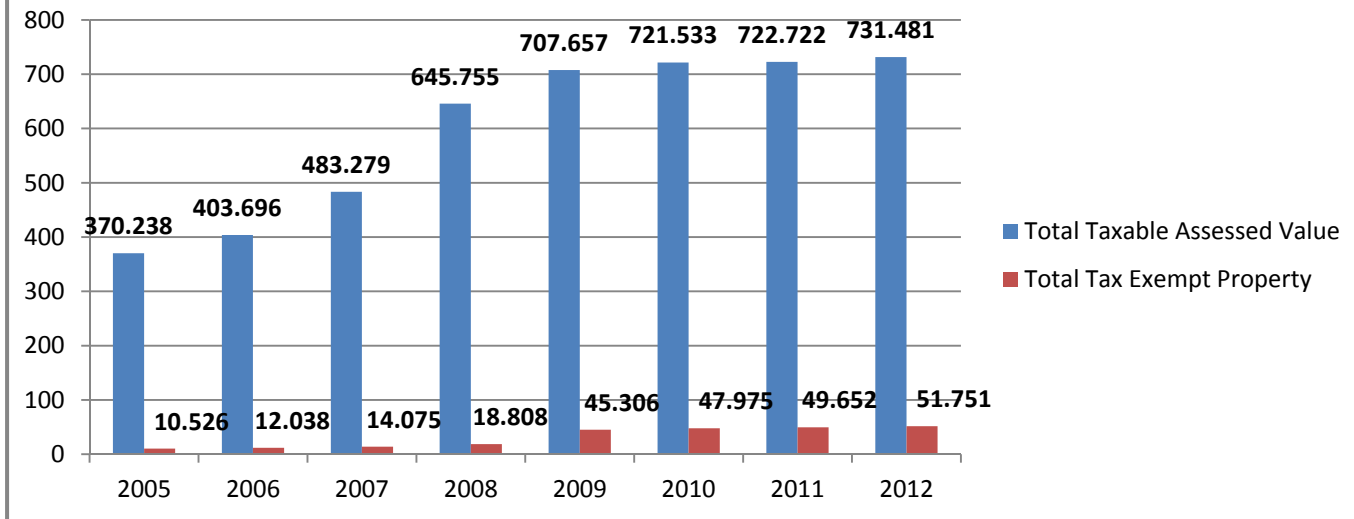
Leading each Department is a Department Head who is an officer of the City. Department Heads have supervision and control of their respective Department(s) and the Divisions within it; however, they are subject to supervision and control by the Mayor and/or City Administrator. A Department Head may supervise more than one Department.



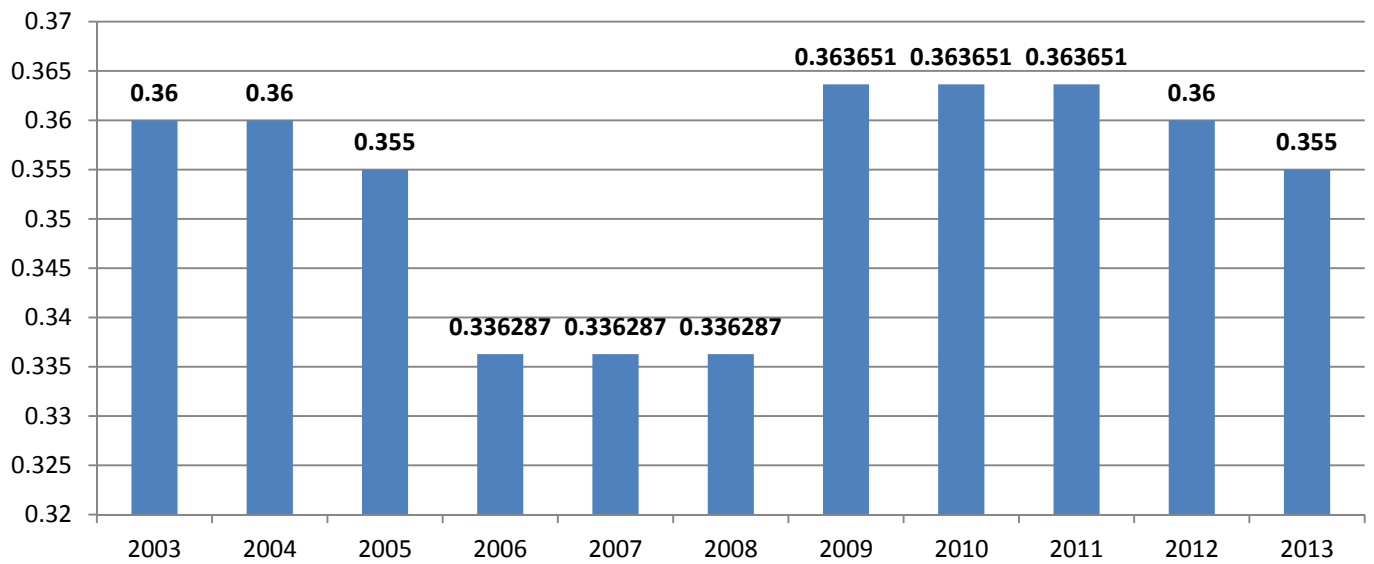
**City of Helotes
A Financial Perspective**



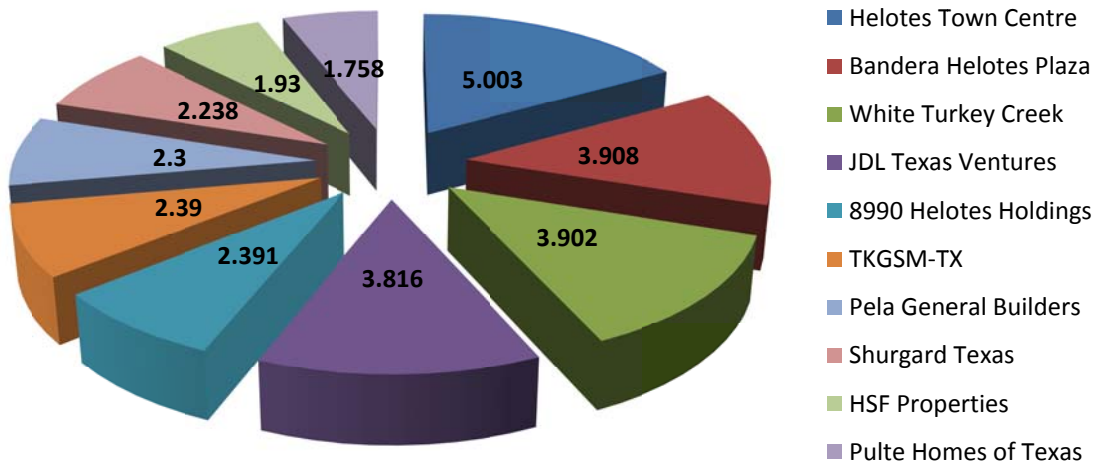
Taxable Property Value vs. Tax Exempt Property (in Millions)



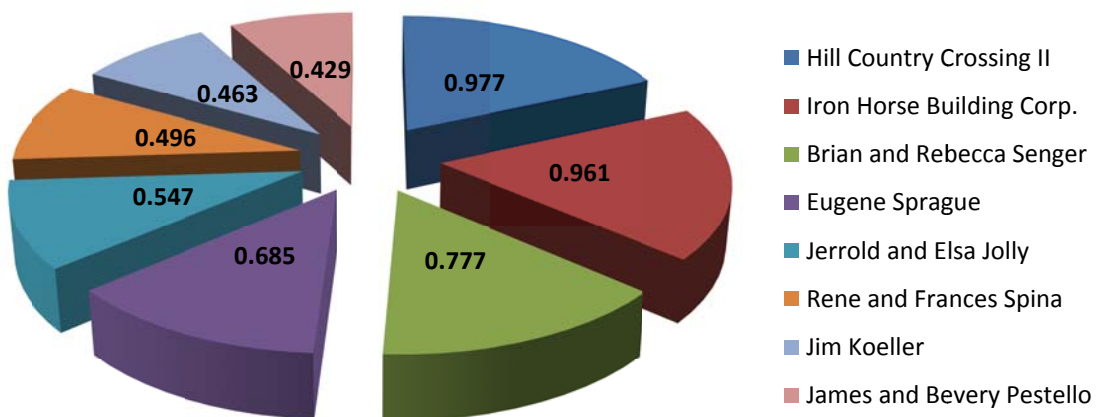
Total Tax Rate per \$100 Valuation



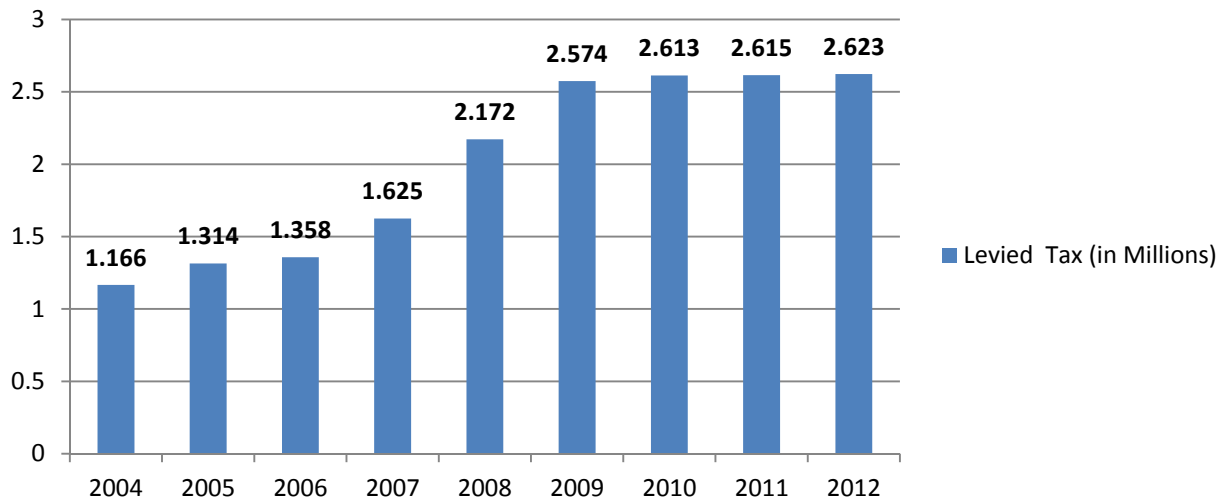
2012 Top Property Taxpayers (in Millions)



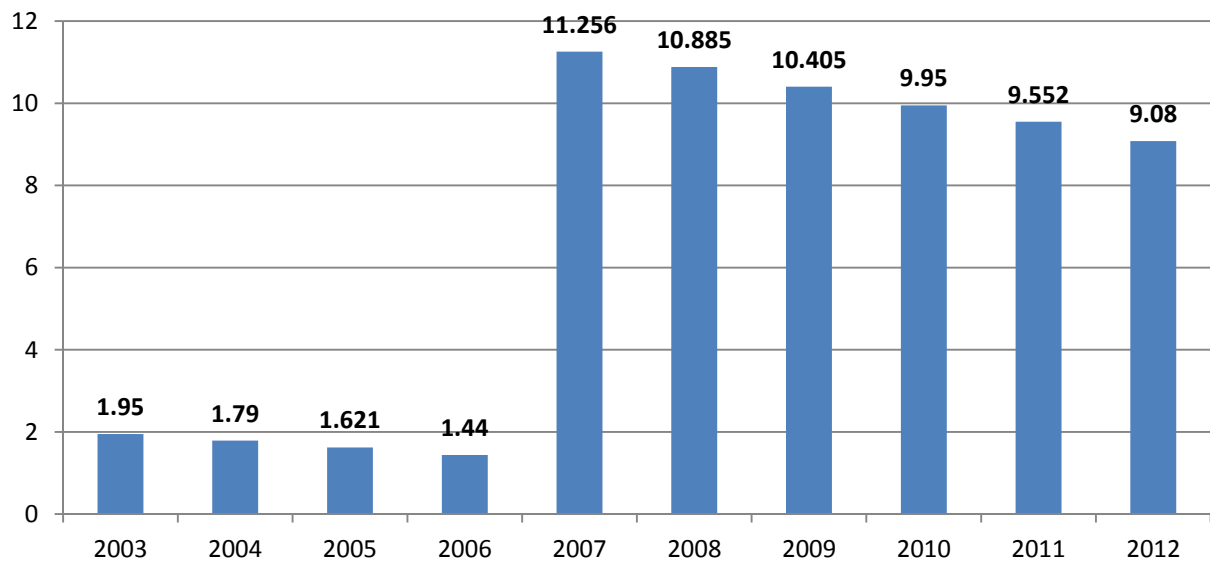
2006 Top Property Taxpayers (in Millions)



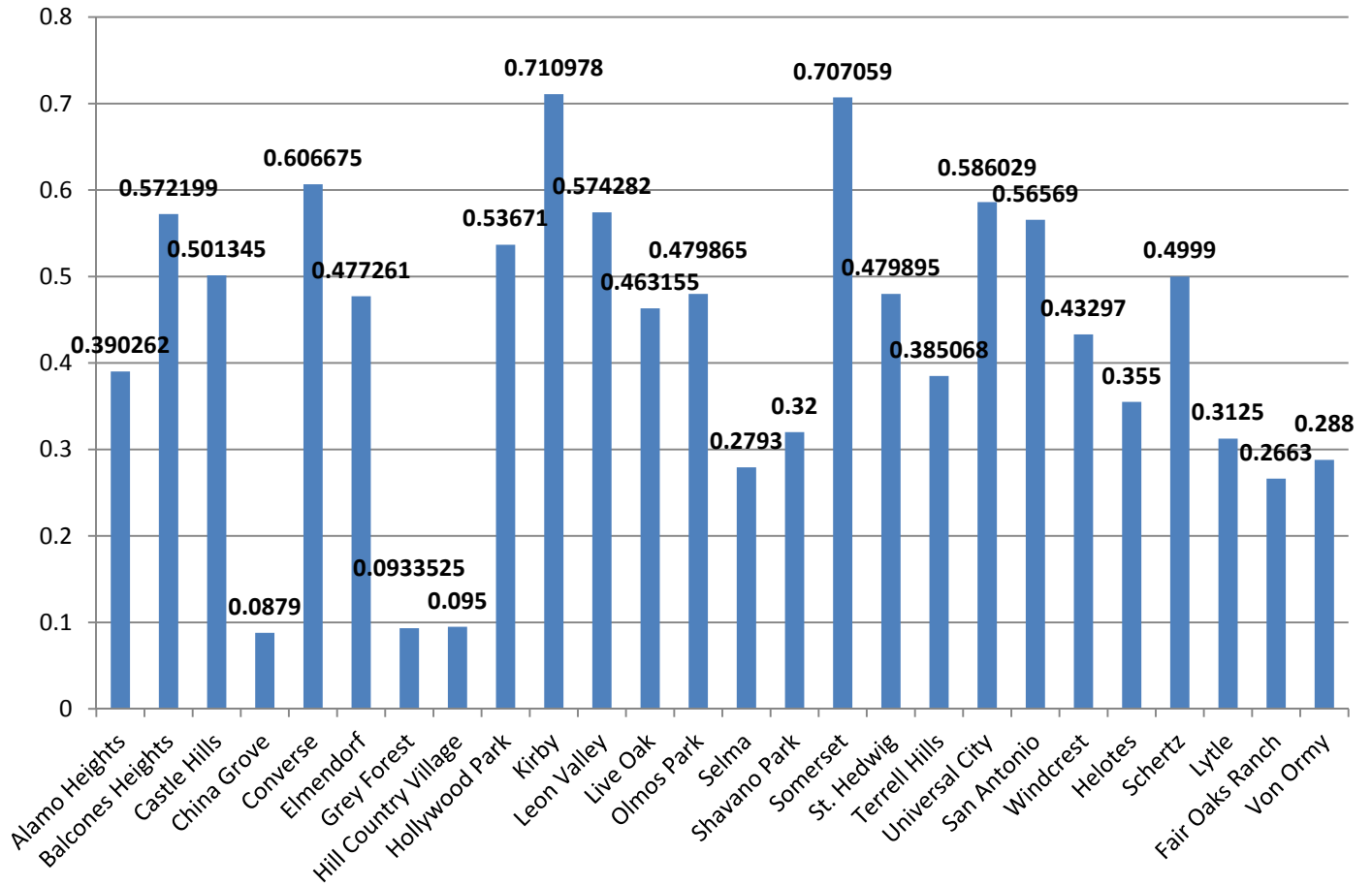
Property Tax Levies and Collections (Collection Rate = 99%)



Total Debt Obligations (in Millions)



2012 Ad Valorem Tax Rate





Budget Structure

The following summarizes the major features of the City’s financial statements and budgets, including the portion of the City government they cover and the types of information they contain:

Major Features of the City’s Government-wide and Fund Financial Statements / Budgets			
<i>Types of Statements</i>	<i>Government-wide</i>	<i>Governmental Funds</i>	<i>Proprietary Funds</i>
<i>Scope</i>	Entire City government.	The activities of the City that are not proprietary.	Activities the City operates that are similar to a private business (ie Dispatch and EMS).
<i>Required Financial Statements</i>	<ul style="list-style-type: none"> • Statement of net assets • Statement of activities 	<ul style="list-style-type: none"> • Balance Sheet • Statement of revenues, expenditures, and changes in fund balances 	<ul style="list-style-type: none"> • Statement of net assets • Statement of revenues, expenses, and changes in net assets
<i>Accounting Basis and Measurement Focus</i>	Accrual (expenses and revenues are realized when they are committed / obligated to the City)	Modified accrual (expenses and revenues are realized when they are committed / actually realized by the City)	Accrual
<i>Type of Asset / Liability Information</i>	All assets and liabilities, both financial and capital, short and long term	Only assets expected to be used up and liabilities that come due during the year or soon thereafter; no capital assets included	All assets and liabilities, both financial and capital, short and long term
<i>Type of Inflow / Outflow Information</i>	All revenues and expenses during the year, regardless of when cash is received or paid	Revenues for which cash is received during or soon after the end of the year; expenditures when goods or services have been received and payment is due during the year or soon thereafter	All revenues and expenses during the year, regardless of when cash is received or paid

The City is required by State Law and City Code to approve a balanced annual budget. A budget is balanced when the sum of estimated current revenues, plus available unreserved fund balances, are equal to or greater than current expenditures.

Fund Balance

The General Fund balance must be of adequate size and strength to manage unexpected decreases in revenues *and* unexpected, unbudgeted expenses, such as during a natural or man-made disaster. The recommended minimum fund balance should be at all times equal to at least six (6) months of operating expenditures. The FYE 2012 Annual Financial Report indicated the City of Helotes held 8.1 months of average monthly expenditures in its General Fund balance.

Investment Policy

Investments shall be made by the City in conformance with State Law and the City's Investment Policy, as amended by the City Council. All investments shall seek, in the following order of importance, safety, liquidity, and yield.

Annual Financial Report

The City, through an independent auditing firm, produces an annual financial report in accordance with generally accepted accounting procedures (GAAP), as mandated by the Governmental Accounting Standards Board (GASB).



**SUMMARY OF
OUTSTANDING DEBT OBLIGATIONS**

A municipality typically funds large capital purchases and capital improvement projects, such as the construction of utilities, through the use of existing monies and/or the issuance of debt obligations. Debt obligations typically consist of the following:

General Obligation Bonds

General obligations bonds are backed by the full faith and credit of the issuing municipality, meaning that bonds are guaranteed by a pledge of future ad valorem tax revenues. Currently, the City of Helotes holds no general obligation bonds.

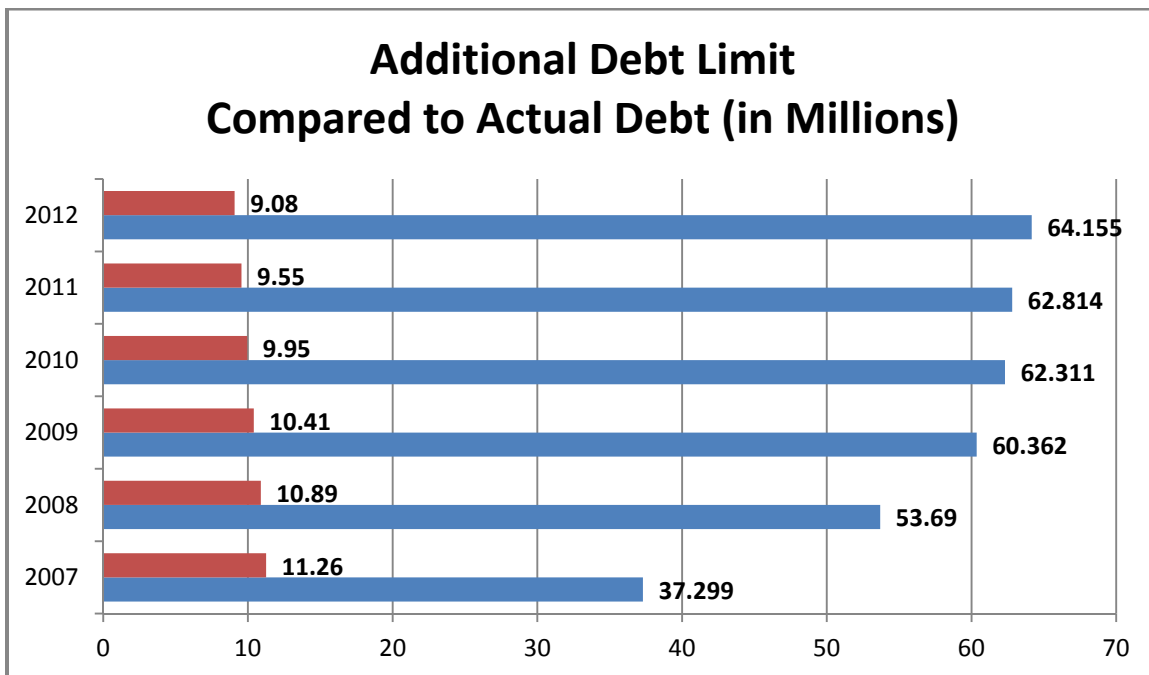
Certificates of Obligation

Certificates of Obligation are guaranteed by a pledge of future ad valorem taxes, as well. A schedule of the City’s current Certificates of Obligation follows. The City of Helotes holds two issuances of Certificates of Obligation.

Tax Notes

Currently, the City of Helotes holds no tax notes; however, due to their low interest rate and shorter payback period, the issuance of tax notes to fund capital improvement projects within the City of Helotes may be efficient and cost effective. Tax notes are short-term debt instruments issued by a local government to finance an immediate project that will be repaid with future tax collections, such as ad valorem tax revenues.

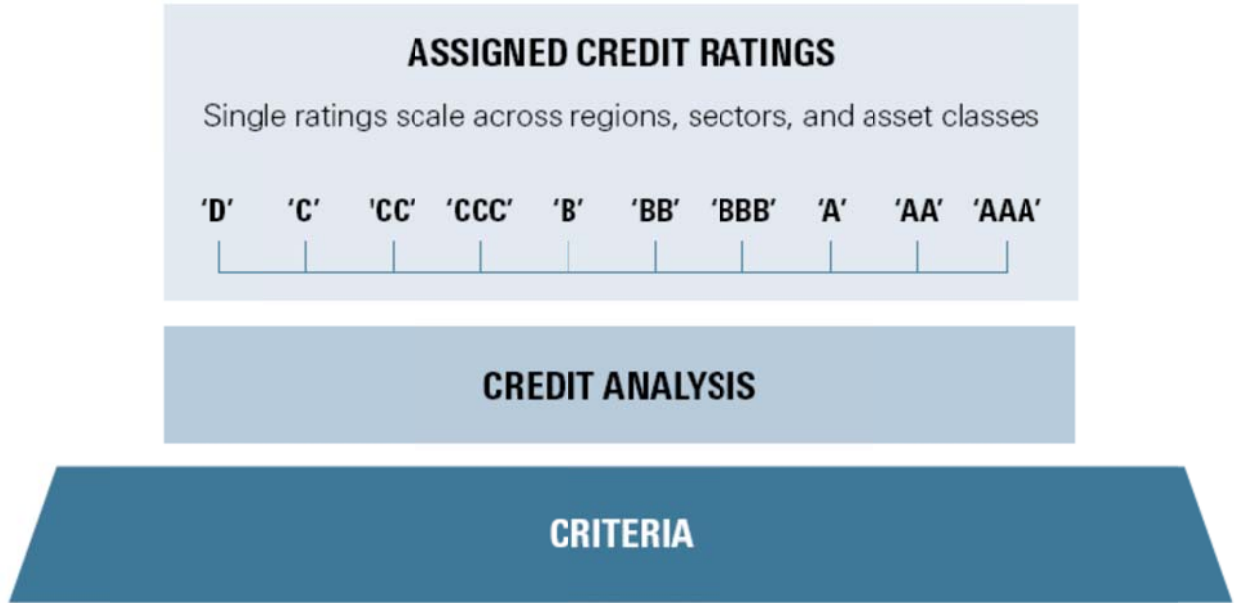
Future Debt Issuance Limit



Bond Rating

Standard and Poor's bond rating scale is as follows:

Criteria: the foundation for our credit ratings



The City of Helotes was given a AA-/Stable bond rating from Standard & Poor's in 2011 on its Series 2002 Certificates of Obligation.

Moody’s bond rating scale is as follows:

Global Long-Term Rating Scale	
Aaa	Obligations rated Aaa are judged to be of the highest quality, subject to the lowest level of credit risk.
Aa	Obligations rated Aa are judged to be of high quality and are subject to very low credit risk.
A	Obligations rated A are judged to be upper-medium grade and are subject to low credit risk.
Baa	Obligations rated Baa are judged to be medium-grade and subject to moderate credit risk and as such may possess certain speculative characteristics.
Ba	Obligations rated Ba are judged to be speculative and are subject to substantial credit risk.
B	Obligations rated B are considered speculative and are subject to high credit risk.
Caa	Obligations rated Caa are judged to be speculative of poor standing and are subject to very high credit risk.
Ca	Obligations rated Ca are highly speculative and are likely in, or very near, default, with some prospect of recovery of principal and interest.
C	Obligations rated C are the lowest rated and are typically in default, with little prospect for recovery of principal or interest.

Note: Moody’s appends numerical modifiers 1, 2, and 3 to each generic rating classification from Aa through Caa. The modifier 1 indicates that the obligation ranks in the higher end of its generic rating category; the modifier 2 indicates a mid-range ranking; and the modifier 3 indicates a ranking in the lower end of that generic rating category. Additionally, a “(hyb)” indicator is appended to all ratings of hybrid securities issued by banks, insurers, finance companies, and securities firms.*

** By their terms, hybrid securities allow for the omission of scheduled dividends, interest, or principal payments, which can potentially result in impairment if such an omission occurs. Hybrid securities may also be subject to contractually allowable write-downs of principal that could result in impairment. Together with the hybrid indicator, the long-term obligation rating assigned to a hybrid security is an expression of the relative credit risk associated with that security.*

The City of Helotes was given an A2 bond rating from Moody’s in 2013 on its Series 2002 Certificates of Obligation.

No information could be acquired from Fitch Ratings, nor could City Staff acquire ratings information on the City’s Series 2007 Certificates of Obligation.

2002 Series Certificates of Obligation Amortization Schedule

EXHIBIT "A"

City of Helotes, Texas
 Certificates of Obligation, Series 2002

 Debt Service Schedule

Date	Principal	Coupon	Interest	Period Total	Fiscal Total
2/ 1/ 3	70,000.00	3.500000	29,676.25	99,676.25	
8/ 1/ 3			28,451.25	28,451.25	128,127.50
2/ 1/ 4	70,000.00	3.500000	28,451.25	98,451.25	
8/ 1/ 4			27,226.25	27,226.25	125,677.50
2/ 1/ 5	75,000.00	3.500000	27,226.25	102,226.25	
8/ 1/ 5			25,913.75	25,913.75	128,140.00
2/ 1/ 6	80,000.00	3.750000	25,913.75	105,913.75	
8/ 1/ 6			24,413.75	24,413.75	130,327.50
2/ 1/ 7	85,000.00	3.750000	24,413.75	109,413.75	
8/ 1/ 7			22,820.00	22,820.00	132,233.75
2/ 1/ 8	90,000.00	3.750000	22,820.00	112,820.00	
8/ 1/ 8			21,132.50	21,132.50	133,952.50
2/ 1/ 9	95,000.00	4.000000	21,132.50	116,132.50	
8/ 1/ 9			19,232.50	19,232.50	135,365.00
2/ 1/10	95,000.00	4.000000	19,232.50	114,232.50	
8/ 1/10			17,332.50	17,332.50	131,565.00
2/ 1/11	100,000.00	4.000000	17,332.50	117,332.50	
8/ 1/11			15,332.50	15,332.50	132,665.00
2/ 1/12	110,000.00	4.000000	15,332.50	125,332.50	
8/ 1/12			13,132.50	13,132.50	138,465.00
2/ 1/13	115,000.00	4.000000	13,132.50	128,132.50	
8/ 1/13			10,832.50	10,832.50	138,965.00
2/ 1/14	120,000.00	4.000000	10,832.50	130,832.50	
8/ 1/14			8,432.50	8,432.50	139,265.00
2/ 1/15	125,000.00	4.200000	8,432.50	133,432.50	
8/ 1/15			5,807.50	5,807.50	139,240.00
2/ 1/16	130,000.00	4.250000	5,807.50	135,807.50	
8/ 1/16			3,045.00	3,045.00	138,852.50
2/ 1/17	140,000.00	4.350000	3,045.00	143,045.00	
8/ 1/17					143,045.00
	1,500,000.00		515,886.25	2,015,886.25	
ACCRUED			5,605.51	5,605.51	
	1,500,000.00		510,280.74	2,010,280.74	

Dated 8/ 1/ 2 with Delivery of 9/ 5/ 2

Bond Years 12,645.000
 Average Coupon 4.079765
 Average Life 8.430000
 N I C % 4.079765 % Using 100.0000000
 T I C % 4.067891 % From Dated Date
 Arbitrage Yield 3.939024 %

Bond Insurance:
 0.421651 % of (Total Debt Service Only) = 8,500.00

Micro-Muni Debt Date: 08-26-2002 @ 16:15:32 Filename: HELOTES Key: NEW02-15

2007 Series Certificates of Obligation Amortization Schedule (City Portion)

DETAILED BOND DEBT SERVICE

City of Helotes, Texas
 Certificates of Obligation, Series 2007
 Exhibit 'A'

General Fund Portion (CIB1)

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
04/04/2007					
02/01/2008	120,000	3.930%	194,535.00	314,535.00	
08/01/2008			115,542.00	115,542.00	
09/30/2008					430,077.00
02/01/2009	210,000	3.930%	115,542.00	325,542.00	
08/01/2009			111,415.50	111,415.50	
09/30/2009					436,957.50
02/01/2010	215,000	3.930%	111,415.50	326,415.50	
08/01/2010			107,190.75	107,190.75	
09/30/2010					433,606.25
02/01/2011	225,000	3.930%	107,190.75	332,190.75	
08/01/2011			102,769.50	102,769.50	
09/30/2011					434,960.25
02/01/2012	235,000	3.930%	102,769.50	337,769.50	
08/01/2012			98,151.75	98,151.75	
09/30/2012					435,921.25
02/01/2013	245,000	3.930%	98,151.75	343,151.75	
08/01/2013			93,337.50	93,337.50	
09/30/2013					436,489.25
02/01/2014	255,000	3.930%	93,337.50	348,337.50	
08/01/2014			88,326.75	88,326.75	
09/30/2014					436,664.25
02/01/2015	265,000	3.930%	88,326.75	353,326.75	
08/01/2015			83,119.50	83,119.50	
09/30/2015					436,446.25
02/01/2016	280,000	3.930%	83,119.50	363,119.50	
08/01/2016			77,617.50	77,617.50	
09/30/2016					440,737.00
02/01/2017	290,000	3.930%	77,617.50	367,617.50	
08/01/2017			71,919.00	71,919.00	
09/30/2017					439,536.50
02/01/2018	300,000	3.930%	71,919.00	371,919.00	
08/01/2018			66,024.00	66,024.00	
09/30/2018					437,943.00
02/01/2019	315,000	3.930%	66,024.00	381,024.00	
08/01/2019			59,834.25	59,834.25	
09/30/2019					440,858.25
02/01/2020	330,000	3.930%	59,834.25	389,834.25	
08/01/2020			53,349.75	53,349.75	
09/30/2020					443,184.00
02/01/2021	340,000	3.930%	53,349.75	393,349.75	
08/01/2021			46,668.75	46,668.75	
09/30/2021					440,018.50
02/01/2022	355,000	3.930%	46,668.75	401,668.75	
08/01/2022			39,693.00	39,693.00	
09/30/2022					441,361.75
02/01/2023	370,000	3.930%	39,693.00	409,693.00	
08/01/2023			32,422.50	32,422.50	
09/30/2023					442,115.50
02/01/2024	385,000	3.930%	32,422.50	417,422.50	
08/01/2024			24,857.25	24,857.25	
09/30/2024					442,279.75
02/01/2025	405,000	3.930%	24,857.25	429,857.25	
08/01/2025			16,899.00	16,899.00	
09/30/2025					446,756.25
02/01/2026	420,000	3.930%	16,899.00	436,899.00	

2007 Series Certificates of Obligation Amortization Schedule City Portion Cont.

DETAILED BOND DEBT SERVICE

City of Helotes, Texas
 Certificates of Obligation, Series 2007
 Exhibit 'A'

General Fund Portion (CIB1)

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
08/01/2026			8,646.00	8,646.00	
09/30/2026					445,545.00
02/01/2027	440,000	3.930%	8,646.00	448,646.00	
09/30/2027					448,646.00
	6,000,000		2,790,103.50	8,790,103.50	8,790,103.50

2007 Series Certificates of Obligation Amortization Schedule (EDC Portion)

DETAILED BOND DEBT SERVICE

City of Helotes, Texas
 Certificates of Obligation, Series 2007
 Exhibit 'A'

Sales Tax Portion (CIB2)

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
04/04/2007					
02/01/2008	60,000	3.930%	129,690.00	189,690.00	
08/01/2008			77,421.00	77,421.00	
09/30/2008					267,111.00
02/01/2009	140,000	3.930%	77,421.00	217,421.00	
08/01/2009			74,670.00	74,670.00	
09/30/2009					292,091.00
02/01/2010	145,000	3.930%	74,670.00	219,670.00	
08/01/2010			71,820.75	71,820.75	
09/30/2010					291,490.75
02/01/2011	150,000	3.930%	71,820.75	221,820.75	
08/01/2011			68,873.25	68,873.25	
09/30/2011					290,694.00
02/01/2012	155,000	3.930%	68,873.25	223,873.25	
08/01/2012			65,827.50	65,827.50	
09/30/2012					289,700.75
02/01/2013	165,000	3.930%	65,827.50	230,827.50	
08/01/2013			62,585.25	62,585.25	
09/30/2013					293,412.75
02/01/2014	170,000	3.930%	62,585.25	232,585.25	
08/01/2014			59,244.75	59,244.75	
09/30/2014					291,830.00
02/01/2015	180,000	3.930%	59,244.75	239,244.75	
08/01/2015			55,707.75	55,707.75	
09/30/2015					294,952.50
02/01/2016	185,000	3.930%	55,707.75	240,707.75	
08/01/2016			52,072.50	52,072.50	
09/30/2016					292,780.25
02/01/2017	195,000	3.930%	52,072.50	247,072.50	
08/01/2017			48,240.75	48,240.75	
09/30/2017					295,313.25
02/01/2018	200,000	3.930%	48,240.75	248,240.75	
08/01/2018			44,310.75	44,310.75	
09/30/2018					292,551.50
02/01/2019	210,000	3.930%	44,310.75	254,310.75	
08/01/2019			40,184.25	40,184.25	
09/30/2019					294,495.00
02/01/2020	220,000	3.930%	40,184.25	260,184.25	
08/01/2020			35,861.25	35,861.25	
09/30/2020					296,045.50
02/01/2021	230,000	3.930%	35,861.25	265,861.25	
08/01/2021			31,341.75	31,341.75	
09/30/2021					297,203.00
02/01/2022	240,000	3.930%	31,341.75	271,341.75	
08/01/2022			26,625.75	26,625.75	
09/30/2022					297,967.50
02/01/2023	250,000	3.930%	26,625.75	276,625.75	
08/01/2023			21,713.25	21,713.25	
09/30/2023					298,339.00
02/01/2024	260,000	3.930%	21,713.25	281,713.25	
08/01/2024			16,604.25	16,604.25	
09/30/2024					298,317.50
02/01/2025	270,000	3.930%	16,604.25	286,604.25	
08/01/2025			11,298.75	11,298.75	
09/30/2025					297,903.00
02/01/2026	280,000	3.930%	11,298.75	291,298.75	

2007 Series Certificates of Obligation Amortization Schedule EDC Portion Cont.

DETAILED BOND DEBT SERVICE

City of Helotes, Texas
 Certificates of Obligation, Series 2007
 Exhibit 'A'

Sales Tax Portion (CIB2)

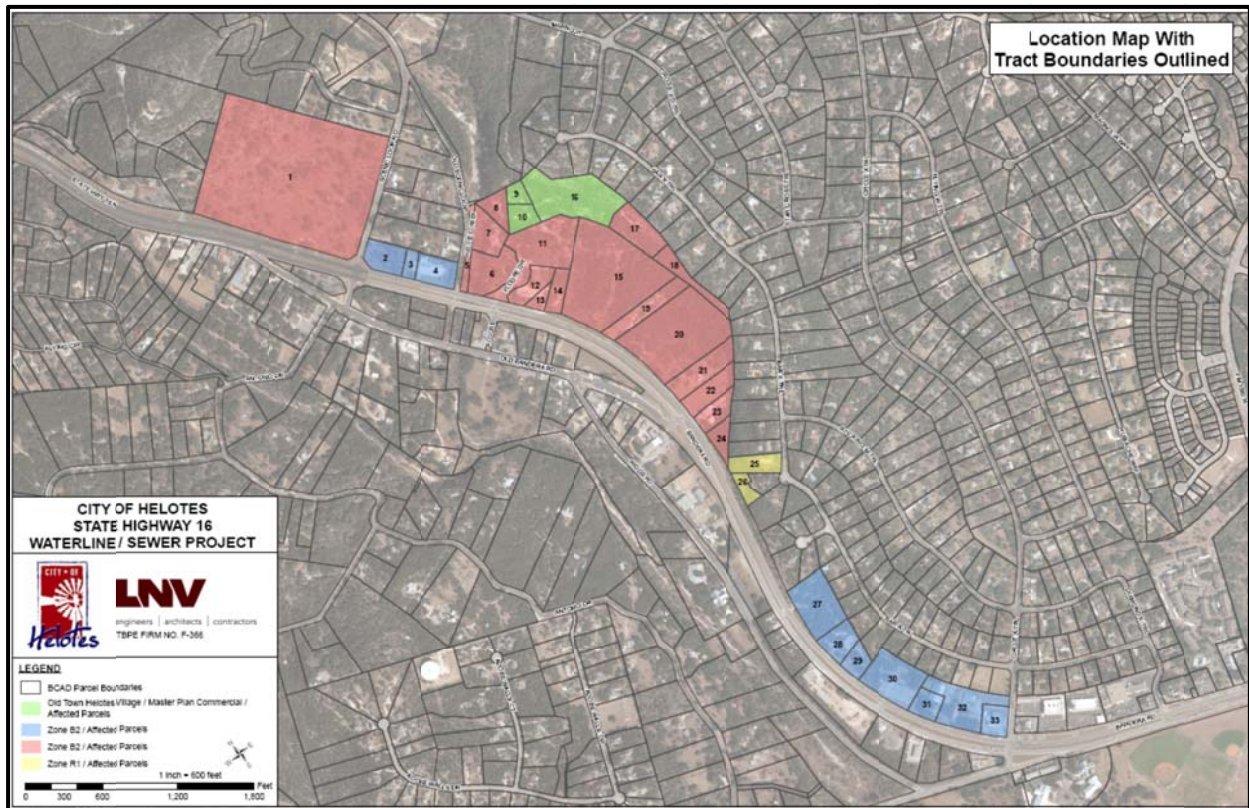
Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
08/01/2026			5,796.75	5,796.75	
09/30/2026					297,095.50
02/01/2027	295,000	3.930%	5,796.75	300,796.75	
09/30/2027					300,796.75
	4,000,000		1,870,090.50	5,870,090.50	5,870,090.50

Planned Capital Improvement Projects and Debt Issuance Requirements

City of Helotes State Hwy. 16 (Bandera Rd.) Water / Sewer Project –

Total Project Cost **\$2.95 Million**
Anticipated Cost to City **\$1.475 Million**

The City of Helotes, working in conjunction with its Economic Development Corporation, proposes to design and construct water and sewer line infrastructure along Eastern portions of S.H. 16 from Circle A Trail to Scenic Loop Road to service approximately 104.90 acres of land without access to said utilities. The project is intended to increase economic development activities along S.H. 16 and across from the Old Town Helotes Special District. Moreover, the project is intended to improve fire protection abilities along the City’s commercial corridor.



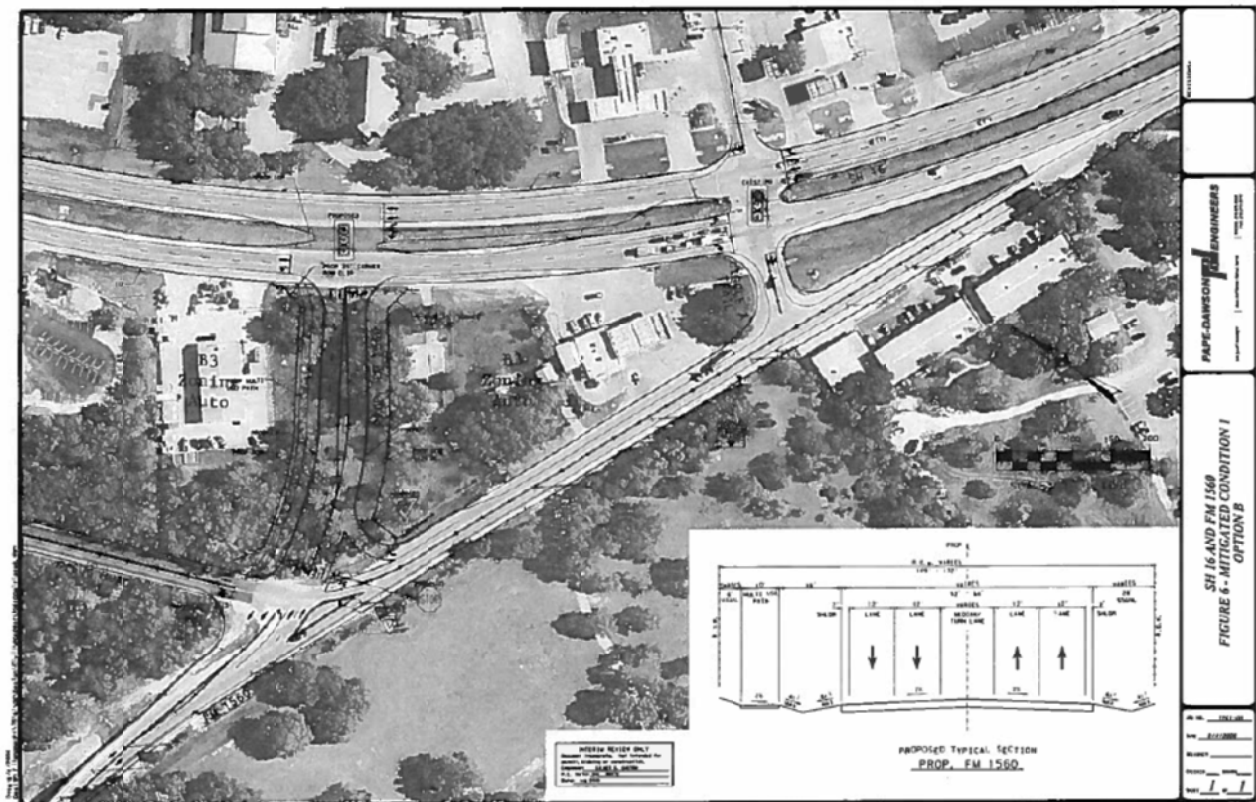
The total estimated cost of the project is \$2.95 million, including contingency costs and engineering fees. The City expects San Antonio Water System to fund half of the project cost, or approximately \$1.475 million, through the approval of a Local Benefit Extension Area program. SAWS approval of the Local Benefit Extension Area program and associated funding remains in pending status.

F.M. 1560 / Circle A Trail Realignment Project –

Total Project Cost \$1.336 Million
Anticipated Cost to City \$0.267 Million

The intersection of F.M. 1560, Circle A Trail, and S.H. 16 constitutes one of two major intersections within the City of Helotes. The second major intersection at S.H. 16 and Hausman and Leslie Rds. is expected to be widened from two to four lanes with raised medians, bike lanes, and sidewalks in FY 2015.

In 2012, the City of Helotes was awarded a \$1.069 million grant through the San Antonio-Bexar County Metropolitan Planning Organization for improvements to the F.M. 1560, Circle A Trail, and S.H. 16 intersection. In its current state, the intersection poses traffic safety and delay issues. The realignment proposes to reduce congestion and enhance safety by the addition of turn lanes and pedestrian facilities and the elongation of a vehicular crossover. See schematic below:



The grant requires a twenty percent (20%) or \$267,242.00 municipal match, and the project is expected to commence in FY 2016. The City is awaiting confirmation from TxDOT that prior municipal right-of-way acquisition will constitute the aforementioned match.

Old Town Helotes Special District /
Helotes Creek Linear Park Transportation Enhancement Program –

Total Project Cost \$1.251 Million
Anticipated Cost to City \$0.413 Million

The City of Helotes, in partnership with its Economic Development Corporation (EDC), proposes projects located on or within City and State-owned rights-of-way throughout the Old Town Helotes Special District (District). An extension of projects recently constructed within the District, the following proposed projects link the existing surface transportation system and bicycle and pedestrian facilities to natural, open spaces within or near the District, while providing greater access to area attractions and improved facilities for pedestrians and bicyclists.

Proposed projects include:

- 1) Placement of bicycle racks, trash receptacles, wayfinding, and benches along pedestrian routes throughout the District (no easements or deeds required);
- 2) Creation of concrete pedestrian and bicycle trails throughout the Helotes Creek Linear Park (no easements or deeds required) and within State-owned property (easement, joint-use agreement, or deed required) located under the Helotes Creek Bridge and connecting east (District) and west (proposed Commercial Village) sides of State Highway (S.H.) 16;
- 3) Construction of a bicycle and pedestrian bridge (no easements or deeds required) across Helotes Creek to improve interconnections between north and south portions of the District;
- 4) Installation of a signaled bicycle and pedestrian crosswalk (TxDOT permission required) at the intersection of S.H. 16 and Scenic Loop Rd.; and
- 5) Construction of a scenic overlook and Helotes Creek Linear Park access point (no easements or deeds required) within the District.

The Texas Transportation Commission formally approved the City’s application in July 2013. The City is awaiting receipt of the proposed grant agreement; however, it is Staff’s understanding that the City has four (4) years from agreement execution to commence the project.

Total Project Costs \$5.537 Million
Anticipated Costs to City \$2.155 Million

Adopted Financial Advisory Agreement

FINANCIAL ADVISORY AGREEMENT

This Financial Advisory Agreement (the "Agreement") is made and entered into by and between City of Helotes, Texas (the "Issuer") and First Southwest Company ("FirstSouthwest") effective as of the date executed by the Issuer as set forth on the signature page hereof.

WITNESSETH:

WHEREAS, the Issuer will have under consideration from time to time the authorization and issuance of indebtedness in amounts and forms which cannot presently be determined and, in connection with the authorization, sale, issuance and delivery of such indebtedness, Issuer desires to retain an independent financial advisor; and

WHEREAS, the Issuer desires to obtain the professional services of FirstSouthwest to advise the Issuer regarding the issuance and sale of certain evidences of indebtedness or debt obligations that may be authorized and issued or otherwise created or assumed by the Issuer (hereinafter referred to collectively as the "Debt Instruments") from time to time during the period in which this Agreement shall be effective; and

WHEREAS, FirstSouthwest is willing to provide its professional services and its facilities as financial advisor in connection with all programs of financing as may be considered and authorized by Issuer during the period in which this Agreement shall be effective.

NOW, THEREFORE, the Issuer and FirstSouthwest, in consideration of the mutual covenants and agreements herein contained and other good and valuable consideration, do hereby agree as follows:

SECTION I DESCRIPTION OF SERVICES

Upon the request of an authorized representative of the Issuer, FirstSouthwest agrees to perform the financial advisory services stated in the following provisions of this Section I; and for having rendered such services, the Issuer agrees to pay to FirstSouthwest the compensation as provided in Section V hereof.

A. Financial Planning. At the direction of Issuer, FirstSouthwest shall:

1. Survey and Analysis. Conduct a survey of the financial resources of the Issuer to determine the extent of its capacity to authorize, issue and service any Debt Instruments contemplated. This survey will include an analysis of any existing debt structure as compared with the existing and projected sources of revenues which may be pledged to secure payment of debt service and, where appropriate, will include a study of the trend of the assessed valuation, taxing power and present and future taxing requirements of the Issuer. In the event revenues of existing or projected facilities operated by the Issuer are to be pledged to repayment of the Debt Instruments then under consideration, the survey will take into account any outstanding indebtedness payable from the revenues thereof, additional revenues to be available from any proposed rate increases and additional revenues, as projected by consulting engineers employed by the Issuer, resulting from improvements to be financed by the Debt Instruments under consideration.

2. Future Financings. Consider and analyze future financing needs as projected by the Issuer's staff and consulting engineers or other experts, if any, employed by the Issuer.

3. Recommendations for Debt Instruments. On the basis of the information developed by the survey described above, and other information and experience available, submit to the Issuer recommendations regarding the Debt Instruments under consideration, including such elements as the date of issue, interest payment dates, schedule of principal maturities, options of prior payment, security provisions, and such other provisions as may be appropriate in order to make the issue attractive to investors while achieving the objectives of the Issuer. All recommendations will be consistent with the goal of designing the Debt Instruments to be sold on terms which are advantageous to the Issuer, including the lowest interest cost consistent with all other considerations.

4. Market Information. Advise the Issuer of our interpretation of current bond market conditions, other related forthcoming bond issues and general information, with economic data, which might normally be expected to influence interest rates or bidding conditions so that the date of sale of the Debt Instruments may be set at a favorable time.

5. Elections. In the event it is necessary to hold an election to authorize the Debt Instruments then under consideration, FirstSouthwest will assist in coordinating the assembly of such data as may be required for the preparation of necessary petitions, orders, resolutions,

ordinances, notices and certificates in connection with the election, including assistance in the transmission of such data to a firm of municipal bond attorneys (“Bond Counsel”) retained by the Issuer.

B. Debt Management and Financial Implementation. At the direction of Issuer, FirstSouthwest shall:

1. Method of Sale. Evaluate the particular financing being contemplated, giving consideration to the complexity, market acceptance, rating, size and structure in order to make a recommendation as to an appropriate method of sale, and:

a. If the Debt Instruments are to be sold by an advertised competitive sale, FirstSouthwest will:

- (1) Supervise the sale of the Debt Instruments;
- (2) Disseminate information to prospective bidders, organize such informational meetings as may be necessary, and facilitate prospective bidders’ efforts in making timely submission of proper bids;
- (3) Assist the staff of the Issuer in coordinating the receipt of bids, the safekeeping of good faith checks and the tabulation and comparison of submitted bids; and
- (4) Advise the Issuer regarding the best bid and provide advice regarding acceptance or rejection of the bids.

b. If the Debt Instruments are to be sold by negotiated sale, FirstSouthwest will:

- (1) Recommend for Issuer’s final approval and acceptance one or more investment banking firms as managers of an underwriting syndicate for the purpose of negotiating the purchase of the Debt Instruments.
- (2) Cooperate with and assist any selected managing underwriter and their counsel in connection with their efforts to prepare any Official Statement or Offering Memorandum. FirstSouthwest will cooperate with and assist the underwriters in the preparation of a bond purchase contract, an underwriters

agreement and other related documents. The costs incurred in such efforts, including the printing of the documents, will be paid in accordance with the terms of the Issuer's agreement with the underwriters, but shall not be or become an obligation of FirstSouthwest, except to the extent specifically provided otherwise in this Agreement or assumed in writing by FirstSouthwest.

(3) Assist the staff of the Issuer in the safekeeping of any good faith checks, to the extent there are any such, and provide a cost comparison, for both expenses and interest which are suggested by the underwriters, to the then current market.

(4) Advise the Issuer as to the fairness of the price offered by the underwriters.

2. Offering Documents. Coordinate the preparation of the notice of sale and bidding instructions, official statement, official bid form and such other documents as may be required and submit all such documents to the Issuer for examination, approval and certification. After such examination, approval and certification, FirstSouthwest shall provide the Issuer with a supply of all such documents sufficient to its needs and distribute by mail or, where appropriate, by electronic delivery, sets of the same to prospective purchasers of the Debt Instruments. Also, FirstSouthwest shall provide copies of the final Official Statement to the purchaser of the Debt Instruments in accordance with the Notice of Sale and Bidding Instructions.

3. Credit Ratings. Make recommendations to the Issuer as to the advisability of obtaining a credit rating, or ratings, for the Debt Instruments and, when directed by the Issuer, coordinate the preparation of such information as may be appropriate for submission to the rating agency, or agencies. In those cases where the advisability of personal presentation of information to the rating agency, or agencies, may be indicated, FirstSouthwest will arrange for such personal presentations, utilizing such composition of representatives from the Issuer as may be finally approved or directed by the Issuer.

4. Trustee, Paying Agent, Registrar. Upon request, counsel with the Issuer in the selection of a Trustee and/or Paying Agent/Registrar for the Debt Instruments, and assist in the negotiation of agreements pertinent to these services and the fees incident thereto.

5. Financial Publications. When appropriate, advise financial publications of the forthcoming sale of the Debt Instruments and provide them with all pertinent information.

6. Consultants. After consulting with and receiving directions from the Issuer, arrange for such reports and opinions of recognized independent consultants as may be appropriate for the successful marketing of the Debt Instruments.
7. Auditors. In the event formal verification by an independent auditor of any calculations incident to the Debt Instruments is required, make arrangements for such services.
8. Issuer Meetings. Attend meetings of the governing body of the Issuer, its staff, representatives or committees as requested at all times when FirstSouthwest may be of assistance or service and the subject of financing is to be discussed.
9. Printing. To the extent authorized by the Issuer, coordinate all work incident to printing of the offering documents and the Debt Instruments.
10. Bond Counsel. Maintain liaison with Bond Counsel in the preparation of all legal documents pertaining to the authorization, sale and issuance of the Debt Instruments.
11. Changes in Laws. Provide to the Issuer copies of proposed or enacted changes in federal and state laws, rules and regulations having, or expected to have, a significant effect on the municipal bond market of which FirstSouthwest becomes aware in the ordinary course of its business, it being understood that FirstSouthwest does not and may not act as an attorney for, or provide legal advice or services to, the Issuer.
12. Delivery of Debt Instruments. As soon as a bid for the Debt Instruments is accepted by the Issuer, coordinate the efforts of all concerned to the end that the Debt Instruments may be delivered and paid for as expeditiously as possible and assist the Issuer in the preparation or verification of final closing figures incident to the delivery of the Debt Instruments.
13. Debt Service Schedule; Authorizing Resolution. After the closing of the sale and delivery of the Debt Instruments, deliver to the Issuer a schedule of annual debt service requirements for the Debt Instruments and, in coordination with Bond Counsel, assure that the paying agent/registrars and/or trustee has been provided with a copy of the authorizing ordinance, order or resolution.

SECTION II
OTHER AVAILABLE SERVICES

In addition to the services set forth and described in Section I herein above, FirstSouthwest agrees to make available to Issuer the following services, when so requested by the Issuer and subject to the agreement by Issuer and FirstSouthwest regarding the compensation, if any, to be paid for such services, it being understood and agreed that the services set forth in this Section II shall require further agreement as to the compensation to be received by FirstSouthwest for such services:

1. Investment of Funds. From time to time, as an incident to the other services provided hereunder as financial advisor, FirstSouthwest may purchase such investments as may be directed and authorized by Issuer to be purchased, it being understood that FirstSouthwest will be compensated in the normal and customary manner for each such transaction. In any instance wherein FirstSouthwest may become entitled to receive fees or other compensation in any form from a third party with respect to these investment activities on behalf of Issuer, we will disclose to Issuer the nature and, to the extent such is known, the amount of any such compensation so that Issuer may consider the information in making its investment decision. It is understood and agreed that FirstSouthwest is a duly licensed broker/dealer and is affiliated with First Southwest Asset Management, Inc. ("FirstSouthwest Asset Management"), a duly registered investment advisor. Issuer may, from time to time, utilize the broker/dealer services of FirstSouthwest and/or the investment advisory services of FirstSouthwest Asset Management with respect to matters which do not involve or affect the financial advisory services referenced in this Agreement. The terms and conditions of the engagement of FirstSouthwest and/or FirstSouthwest Asset Management to provide such services shall be determined by mutual agreement at the time such services are requested.
2. Exercising Calls and Refunding. Provide advice and assistance with regard to exercising any call and/or refunding of any outstanding Debt Instruments.
3. Capital Improvements Programs. Provide advice and assistance in the development of any capital improvements programs of the Issuer.
4. Long-Range Planning. Provide advice and assistance in the development of other long-range financing plans of the Issuer.
5. Post-Sale Services. Subsequent to the sale and delivery of Debt Instruments, review the transaction and transaction documentation with legal counsel for the Issuer, Bond Counsel, auditors and other experts

and consultants retained by the Issuer and assist in developing appropriate responses to legal processes, audit procedures, inquiries, internal reviews and similar matters.

SECTION III TERM OF AGREEMENT

This Agreement shall become effective as of the date executed by the Issuer as set forth on the signature page hereof and, unless terminated by either party pursuant to Section IV of this Agreement, shall remain in effect thereafter for a period of five (5) years from such date. Unless FirstSouthwest or Issuer shall notify the other party in writing at least thirty (30) days in advance of the applicable anniversary date that this Agreement will not be renewed, this Agreement will be automatically renewed on the fifth anniversary of the date hereof for an additional one (1) year period and thereafter will be automatically renewed on each anniversary date for successive one (1) year periods.

SECTION IV TERMINATION

This Agreement may be terminated with or without cause by the Issuer or FirstSouthwest upon the giving of at least thirty (30) days' prior written notice to the other party of its intention to terminate, specifying in such notice the effective date of such termination. In the event of such termination, it is understood and agreed that only the amounts due FirstSouthwest for services provided and expenses incurred to the date of termination will be due and payable. No penalty will be assessed for termination of this Agreement.

SECTION V COMPENSATION AND EXPENSE REIMBURSEMENT

The fees due to FirstSouthwest for the services set forth and described in Section I of this Agreement with respect to each issuance of Debt Instruments during the term of this Agreement shall be calculated in accordance with the schedule set forth on Appendix A attached hereto. Unless specifically provided otherwise on Appendix A or in a separate written agreement between Issuer and FirstSouthwest, such fees, together with any other fees as may have been mutually agreed upon and all expenses for which FirstSouthwest is entitled to reimbursement, shall become due and payable concurrently with the delivery of the Debt Instruments to the purchaser.

**SECTION VI
MISCELLANEOUS**

1. Choice of Law. This Agreement shall be construed and given effect in accordance with the laws of the State of Texas.

2. Binding Effect; Assignment. This Agreement shall be binding upon and inure to the benefit of the Issuer and FirstSouthwest, their respective successors and assigns; provided however, neither party hereto may assign or transfer any of its rights or obligations hereunder without the prior written consent of the other party.

3. Entire Agreement. This instrument contains the entire agreement between the parties relating to the rights herein granted and obligations herein assumed. Any oral or written representations or modifications concerning this Agreement shall be of no force or effect except for a subsequent modification in writing signed by all parties hereto.

FIRST SOUTHWEST COMPANY

By: _____
Hill A. Feinberg, Chairman and
Chief Executive Officer

By: _____
Anne Burger Entrekin
Managing Director

CITY OF HELOTES, TEXAS

By: _____
Title: _____
Date: _____

ATTEST:

Secretary

APPENDIX A

The fees due FirstSouthwest will not exceed those contained in our customary fee schedule as listed below.

Base	Fee -	Any	Issue							\$ 3,750
Plus	\$ 6.50	per	\$1,000	up to	\$ 500,000	or	7,000	for	\$ 500,000	Bonds
Plus	6.00	per	\$1,000	next	500,000	or	10,000	for	1,000,000	Bonds
Plus	3.50	per	\$1,000	next	1,500,000	or	15,250	for	2,500,000	Bonds
Plus	2.50	per	\$1,000	next	2,500,000	or	21,500	for	5,000,000	Bonds
Plus	2.00	per	\$1,000	next	5,000,000	or	31,500	for	10,000,000	Bonds
Plus	1.00	per	\$1,000	next	10,000,000	or	41,500	for	20,000,000	Bonds
Plus	0.75	per	\$1,000	over	20,000,000					

Fees for Revenue Issues shall be in the amount shown plus a 20% additional charge.

For any issue of Advance Refunding Bonds and/or other Debt Instruments involving Escrow Agreements, it is understood and agreed that our fee will be the fee schedule set out above plus 10%.

For special projects not involving the issuance of Debt Instruments, the following hourly fee schedule shall apply.

Senior Vice Presidents and Managing Directors	\$250 per hour
Vice Presidents	\$190 per hour
Assistant Vice Presidents	\$150 per hour
Analysts and Associates	\$125 per hour
Clerical/Support	\$50 per hour

The charges for ancillary services, including computer structuring and official statement printing, shall be levied only for those services which are reasonably necessary in completing the transaction and which are reasonable in amount, unless such charges were incurred at the specific direction of the Issuer.

The payment of charges for financial advisory services described in Section I of the foregoing Agreement shall be contingent upon the delivery of bonds and shall be due at the time that bonds are delivered. The payment of charges for services described in Section II of the foregoing Agreement shall be due and payable in accordance with the mutual agreement therefor between FirstSouthwest and Issuer.

The Issuer shall be responsible for the following expenses, if and when applicable, whether they are charged to the Issuer directly as expenses or charged to the Issuer by FirstSouthwest as reimbursable expenses:

- Bond counsel
- Bond printing
- Bond ratings
- Computer structuring
- Credit enhancement
- CPA fees for refunding
- Official statement preparation and printing
- Paying agent/registrar/trustee
- Travel expenses
- Underwriter and underwriters counsel
- Miscellaneous, including copy, delivery, and phone charges

The payment of reimbursable expenses that FirstSouthwest has assumed on behalf of the Issuer shall NOT be contingent upon the delivery of bonds and shall be due at the time that services are rendered and payable upon receipt of an invoice therefor submitted by FirstSouthwest.

Adopted Bond Counsel Agreement

Draft Dated July 30, 2013.

LAW OFFICES
M^cCALL, PARKHURST & HORTON L.L.P.

717 NORTH HARWOOD NINTH FLOOR DALLAS, TEXAS 75201-6587 TELEPHONE: 214 754-9200 FACSIMILE: 214 754-9250	700 N. ST. MARY'S STREET 1525 ONE RIVERWALK PLACE SAN ANTONIO, TEXAS 78205-3503 TELEPHONE: 210 225-2800 FACSIMILE: 210 225-2984	600 CONGRESS AVENUE 1800 ONE AMERICAN CENTER AUSTIN, TEXAS 78701-3248 TELEPHONE: 512 478-9809 FACSIMILE: 512 472-0871
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August __, 2013

Rick A. Schroder, MPSA
City Administrator
12951 Bandera Road
P.O. Box 507
Helotes, Texas 78023

RE: ENGAGEMENT LETTER - BOND COUNSEL SERVICES

Dear Mr. Schroder:

The purpose of this engagement letter is to set forth certain matters concerning the services we will perform as bond counsel to Helotes, Texas (the "*City*") in connection with the City's proposed issuance of debt, specifically certificates of obligation (the "*Securities*").

SCOPE OF ENGAGEMENT

In this engagement, we expect to perform the following duties:

- (1) Subject to the completion of proceedings to our satisfaction, render our legal opinion (the "*Bond Opinion*") regarding the validity and binding effect of the Securities, the source of payment and security for the Securities, and the excludability of interest on the Securities from gross income for federal income tax purposes.
- (2) Prepare and review documents necessary or appropriate to the authorization, issuance and delivery of the Securities, coordinate the authorization and execution of such documents, and review enabling legislation.
- (3) Assist the City in seeking from other governmental authorities such approvals, permissions and exemptions as we determine are necessary or appropriate in connection with the authorization, issuance and delivery of the Securities, except that we will not be responsible for any required federal or state securities law filings.
- (4) If requested, assist the City in presenting information to bond rating organizations and providers of credit enhancement relating to legal issues affecting the issuance of the Securities.

Our Bond Opinion will be delivered by us on the date the Securities are exchanged for their purchase price (the "**Closing**"). The City will be entitled to rely on our Bond Opinion.

The Bond Opinion will be based on facts and law existing as of its date. In rendering our Bond Opinion, we will rely upon the certified proceedings and other certifications of public officials and other persons furnished to us without undertaking to verify the same by independent investigation, and we will assume continuing compliance by the City with applicable laws relating to the Securities. During the course of this engagement, we will rely on you to provide us with complete and timely information on all developments pertaining to any aspect of the Securities and their security. We understand that you will direct members of your staff and other employees of the City to cooperate with us in this regard.

Our duties in this engagement are limited to those expressly set forth above. Unless we are separately engaged in writing to perform other services, our duties do not include any other services, including the following:

- (a) Preparation or review (except with respect to matters directly related to the financing documents and issues related to the financing of the proposed transaction) of real estate or construction documents.
- (b) Assisting in the preparation or review of an official statement or any other disclosure document with respect to the Securities, or performing an independent investigation to determine the accuracy, completeness or sufficiency of any such document or rendering advice that the official statement or other disclosure document does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements contained therein, in light of the circumstances under which they were made, not misleading.
- (c) Preparing requests for tax rulings from the Internal Revenue Service, or no action letters from the Securities and Exchange Commission.
- (d) Preparing state securities law memoranda or investment surveys with respect to the Securities.
- (e) Drafting state constitutional or legislative amendments.
- (f) Pursuing test cases or other litigation.
- (g) Making an investigation or expressing any view as to the creditworthiness of the City or the Securities.
- (h) Assisting in the preparation of, or opining on, a continuing disclosure undertaking pertaining to the Securities or, after Closing, providing advice concerning any actions necessary to assure compliance with any continuing disclosure undertaking.
- (i) Representing the City in Internal Revenue Service examinations or inquiries, or Securities and Exchange Commission investigations.
- (j) Negotiating the terms of, or opining as to, any investment contract.

- (k) Addressing any other matter not specifically set forth above that is not required to render our Bond Opinion.

ATTORNEY-CLIENT RELATIONSHIP

Upon execution of this engagement letter, the City will be our client and an attorney-client relationship will exist between us. We further assume that all other parties in this transaction understand that we represent only the City in this transaction, we are not counsel to any other party, and we are not acting as an intermediary among the parties. Our services as bond counsel are limited to those contracted for in this letter; the City's execution of this engagement letter will constitute an acknowledgment of those limitations. Our representation of the City will not affect, however, our responsibility to render an objective Bond Opinion.

Our representation of the City and the attorney-client relationship created by this engagement letter will be concluded upon issuance of the Securities. Nevertheless, subsequent to Closing, we will mail the appropriate Internal Revenue Service Form 8038, if required, and prepare and distribute to the participants in the transaction a transcript of the proceedings pertaining to the Securities.

CONFLICTS

As you are aware, our firm represents many political subdivisions and investment banking firms, among others, who do business with political subdivisions. It is possible that during the time that we are representing the City, one or more of our present or future clients will have transactions with the City. It is also possible that we may be asked to represent, in an unrelated matter, one or more of the entities involved in the issuance of the Securities, including the City's Financial Advisor and the purchaser of the Securities. We do not believe such representation, if it occurs, will adversely affect our ability to represent you as provided in this letter, either because such matters will be sufficiently different from the issuance of the Securities so as to make such representations not adverse to our representation of you, or because the potential for such adversity is remote or minor and outweighed by the consideration that it is unlikely that advice given to the other client will be relevant to any aspect of the issuance of the Securities. Execution of this letter will signify the City's consent to our representation of others consistent with the circumstances described in this paragraph.

FEES

To perform the services outlined above, we would propose charging fees as Bond Counsel for the City equal to \$5,000 plus 1/10th of 1% of the principal amount of a series of Securities issued by the City. For example, based on that proposed fee schedule, our fees as Bond Counsel for a \$10,000,000 bond issue would be \$15,000. ***Our fees are contingent upon the actual delivery of a series of Securities. No fees will be due the firm in connection with the issuance of a series of Securities if the City does not issue and deliver such Securities.***

We would also request to be reimbursed for reasonable out-of-pocket expenses (i.e., costs for photocopies, telecopies, long distance telephone, overnight courier and delivery services, transcript binding, travel, and publication of required notices, if any) related to the issuance of the Securities, which generally do not exceed \$2,250. In addition, state law requires the City to pay a nonrefundable examination fee to the Attorney General in connection with the issuance of the Securities (see Section 1202.004, Texas Government Code, as amended) equal to 1/10th of 1% of the principal amount of the Securities, subject to a minimum fee of \$750 and a maximum fee of \$9,500. At the appropriate time, we may request that the City provide a check payable to the Attorney General for such amount, but in the event that our firm pays such statutory filing fee on the City's behalf, we will request to be reimbursed for such payment. In any event, the City will be able to reimburse itself with proceeds of the Securities for such payment to the Attorney General.

TERM OF ENGAGEMENT

We greatly appreciate the opportunity to serve the City as Bond Counsel and to submit this agreement for services. However, the City may terminate this agreement at any time with 30 days written notice delivered to our address listed above. If you have any questions regarding this agreement or if we can provide you with any additional information regarding our firm, please feel free to contact the undersigned.

RECORDS

At your request, papers and property furnished by you will be returned promptly upon receipt of payment for outstanding fees and client charges. Our own files, including lawyer work product, pertaining to the transaction will be retained by us. For various reasons, including the minimization of unnecessary storage expenses, we reserve the right to dispose of any documents or other materials retained by us after the termination of this engagement.

August __, 2013
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If the foregoing terms are acceptable to you, please so indicate by returning the enclosed copy of this engagement letter dated and signed by an authorized officer, retaining the original for your files. We look forward to working with you.

McCALL, PARKHURST & HORTON L.L.P.

By: _____
Noel Valdez

ACCEPTED AS OF THIS THE ____ DAY OF _____, 2013.

CITY OF HELOTES, TEXAS

By _____
City Manager

Adopted Reimbursing Resolution

RESOLUTION NO. R: 2013-___

EXPRESSING OFFICIAL INTENT TO REIMBURSE COSTS OF PROJECT FROM OBLIGATIONS TO BE ISSUED BY THE CITY OF HELOTES AND OTHER MATTERS RELATED THERETO

THE STATE OF TEXAS :
COUNTY OF BEXAR :
CITY OF HELOTES :

WHEREAS, the City Council of the **CITY OF HELOTES, TEXAS** (the "City") hereby determines that it is necessary and desirable to (1) construct, improve and repair City streets and sidewalks, together with bike lanes, drainage, utility line replacement, traffic and street signalization and lighting improvements; (2) improve and extend the City's combined Waterworks System and Sewer System; (3) acquire and install equipment along existing pedestrian trails throughout the Old Town Helotes District, including bicycle racks, trash receptacles, wayfinding and benches; (4) construct and equip new bicycle and pedestrian trails throughout the Old Town Helotes District; (5) construct and equip a bicycle and pedestrian bridge across Helotes Creek in the Old Town Helotes District; (6) construct and equip a bicycle and pedestrian crosswalk at the intersection of S.H. 16 and Scenic Loop Rd. in the Old Town Helotes District; (7) construct and equip a scenic overlook and a Helotes Creek Linear Park access point within the Old Town Helotes District; and (8) to pay fiscal and engineering fees in connection with such projects (collectively, the "**Project**"); and

WHEREAS, the City expects that it will pay expenditures in connection with the Project prior to the issuance of obligations to finance the Project; and

WHEREAS, the City finds, considers, and declares that the reimbursement of the City for the payment of such expenditures will be appropriate and consistent with the lawful objectives of the City and, as such, chooses to declare its intention, in accordance with the provisions of Section 1.150-2 of the Treasury Regulations, to reimburse itself for such payments at such time as it issues obligations to finance the Project;

THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF HELOTES, TEXAS THAT:

SECTION 1. EXPECTATION TO INCUR DEBT. The City reasonably expects to incur debt, as one or more series of obligations, with an aggregate maximum principal amount currently estimated not to exceed [2,500,000], a portion of the proceeds of which are expected to be used for the purpose of paying the costs of the Project.

SECTION 2. REIMBURSEMENT OF PRIOR EXPENDITURES. All costs to be reimbursed pursuant hereto will be capital expenditures within the meaning of Section 1.150-2 of the Treasury Regulations. No tax-exempt obligations will be issued by the City in furtherance of this Resolution after a date which is later than 18 months after the later of (1) the date the expenditures are paid or (2) the date on which the property, with respect to which such expenditures were made, is placed in service.

SECTION 3. THREE-YEAR LIMITATION FOR REIMBURSEMENT. The foregoing notwithstanding, no tax-exempt obligation will be issued pursuant to this Resolution more than three years after the date any expenditure which is to be reimbursed is paid.

SECTION 4. PUBLIC RECORD. The City Council directs that this Resolution shall be maintained as a public record available for inspection by all persons in accordance with the provisions of Chapter 552, Texas Government Code, and that no later than 30 days after this date, this Resolution will be made available for inspection by all members of the general public at the offices of the City.

PASSED AND APPROVED on this 26th day of September, 2013.

City Secretary

Mayor

(Seal)



Fund Policy and Structure

Per City Council Resolution No. 266, the City of Helotes reports governmental fund balances per GASB Statement 54 definitions on the balance sheet in the following manner:

Non-spendable Funds

Land, buildings, vehicles and equipment, and infrastructure are designated as Non-spendable Funds. Non-spendable Funds cannot be expended because they are not in a spendable form or they are legally required to be maintained (e.g. inventory, permanent endowment funds, et cetera).

Restricted Funds

Some General and all Debt Service Funds are designated as Restricted Funds and, accordingly, the use of such Funds is restricted by Federal, State, and Local law or policy. Restricted Funds can only be expended in a certain manner or on certain goods or services because constraints are externally imposed on said Funds by creditors, grantors, law, or constitutional provisions. Restricted Funds include:

- (1) General Fund Components:
 - (i) Police Training and Education
 - (ii) Police Forfeiture (State)
 - (iii) Police Forfeiture (Federal)
 - (iv) Municipal Court Technology
 - (v) Municipal Court Security
 - (vi) School Safety
 - (vii) PEG Cable Franchise

- (2) Debt Service Fund

Committed Funds

The Capital Replacement Fund is designated as a Committed Fund. Committed Funds are formally designated by the City Council for a particular purpose, and only City Council can alter such designation of funds.

Unassigned Funds

The balance of the General Fund is designated as an Unassigned Fund. Unassigned Funds constitute the residual amount of monies within the General Fund that do not qualify for any of the aforementioned fund classifications. Unassigned Funds originate from the collection of maintenance and operation portions of ad valorem tax, sales tax, franchise fees, Court fines and fees, and other municipal licenses, fees, and activities.

Proprietary Funds (Dispatch and EMS)

Proprietary Funds are used for the acquisition, operation, and maintenance of government facilities and services, which are or intended to be entirely self-supporting by user charges or fees.

Fiduciary Funds

Fiduciary Funds are used to report assets held in trustee or agency capacity for others and which, therefore, cannot be used to support the government's own programs. The City of Helotes administers the Helotes Police Department's Explorer Program Account used by the Explorer Program's leadership to train young adults in law enforcement.



**AUTHORIZED PERSONNEL,
BENEFITS, AND HOLIDAY SCHEDULE**

Adopted 2013 – 2014 Municipal Holiday Schedule

HOLIDAY	DAY	DATE
Veteran’s Day	Monday	November 11, 2013
Thanksgiving Day Break	Wednesday	November 27, 2013
Thanksgiving Day	Thursday	November 28, 2013
Thanksgiving Day Break	Friday	November 29, 2013
Christmas Day Break	Monday	December 23, 2013
Christmas Day Break	Tuesday	December 24, 2013
Christmas Day	Wednesday	December 25, 2013
New Year’s Day Break	Tuesday	December 31, 2013
New Year’s Day	Wednesday	January 1, 2014
Martin Luther King Day	Monday	January 20, 2014
President’s Day	Monday	February 17, 2014
Battle of Flowers Break	Friday	April 25, 2014
Memorial Day	Monday	May 26, 2014
Independence Day	Friday	July 4, 2014
Labor Day	Monday	September 1, 2014

FLOATING HOLIDAY: In addition to the fifteen (15) scheduled holidays listed above, employees may choose one additional day to serve as a floating holiday. The purpose of the floating holiday is to allow employees to recognize a personal, religious, or ethnic observation of significance to the employee.

Authorized Personnel - Current and Budgeted Comparison

	CURRENT FYE 2013 FULL TIME EQUIV.	ADOPTED FYE 2014 FULL TIME EQUIV.
ADMINISTRATION		
City Administrator	1	1
Accounting Officer	1	1
Development Services Administrative Asst.	1	1
City Secretary	1	1
Development Services Specialist	1	1
Animal Control / Public Works Supervisor	1	1
Animal Control Officer & Public Works Asst.	1	1
Court Clerk / Human Resources Manager	1	1
Deputy Court Clerk	2	2
Warrant Officer	1	0
Warrant / Bailiff Supervisor	0	1
Code Enforcement Officer	.5	.5
Human Resources Asst.	.5	.5
Subtotal	12	12
POLICE DEPARTMENT		
Chief of Police	1	1
Lieutenant (Patrol & CID)	2	2
Sergeant	4	4
Detective	1	1
Corporal	3	3
Patrol Officer (incls. Traffic Division)	8.5	8.5
Executive Secretary	1	1
Administrative Asst.	1	1
Subtotal	21.5	21.5
FIRE DEPARTMENT / EMS		
Fire Chief	1	1
Sr. Captain	1	1
Captain Assigned to Fire Marshal's Office	1	1
Captain	3	3
Firefighter / EMT – B or Unfilled	1.5	1.5
Firefighter / EMT – I	4	4
Firefighter / EMT – P	10.5	10.5
Firefighter / Nurse	.5	.5
Administrative Asst.	1	1
Subtotal	23.5	23.5
DISPATCH		
Dispatch Supervisor	1	1
Dispatcher	6.5	6.5
Subtotal	7.5	7.5
TOTAL	64.5	64.5

Adopted Special Allowance Schedule

	<u>Monthly</u>	<u>Annual</u>
All Departments		
Cellular Telephone*	\$35.00	\$420.00
*as determined by the Department Head		
Administration		
Code Enforcement (Part-time)		
Uniforms	\$30.00	\$360.00
Public Works / Animal Control		
Uniforms	\$60.00	\$720.00
Certified Stormwater Inspector	\$50.00	\$600.00
TDA Vector Control Certified App. (Mosquito Control License)	\$25.00	\$300.00
Warrants		
Uniforms	\$60.00	\$720.00
TCLEOSE Certification - I	\$25.00	\$300.00
TCLEOSE Certification - A	\$50.00	\$600.00
TCLEOSE Certification - M	\$75.00	\$900.00
Municipal Court		
Level I Court Clerk Certification	\$25.00	\$300.00
Level II Court Clerk Certification	\$50.00	\$600.00
Certified Municipal Court Clerk	\$75.00	\$900.00
City Secretary		
TX Municipal Clerks Cert. Prog.	\$75.00	\$900.00
Dispatch		
Telecommunicator - I Certification	\$50.00	\$600.00
Telecommunicator - A Certification	\$75.00	\$900.00
Emer. Medical Dispatch Certification	\$50.00	\$600.00
Police Department		
Uniforms	\$60.00	\$720.00
TCLEOSE Certification – M**	\$75.00	\$900.00
TCLEOSE Certification – A**	\$50.00	\$600.00

TCLEOSE Certification – I**	\$25.00	\$300.00
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Fire Department

Uniforms	\$60.00	\$720.00
EMT - I Certification**	\$37.50	\$450.00
Paramedic Certification**	\$75.00	\$900.00
Firefighter - I Certification**	\$25.00	\$300.00
Firefighter - A Certification**	\$50.00	\$600.00
Firefighter - M Certification**	\$75.00	\$900.00

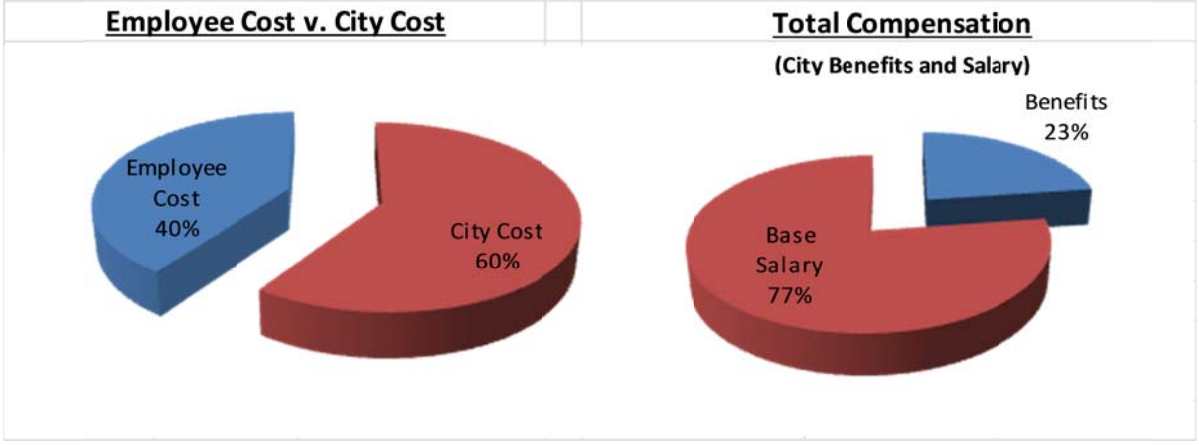
** Employee qualifies for one certification pay type only, whichever is higher.

Total Municipal Compensation Package Example

<h1><u>City of Helotes</u></h1>	12951 Bandera Road
	P.O. Box 507
	Helotes, TX 78023
	210-695-8877 (Phone)
	210-695-2123 (Fax)

<p>Total Compensation Report</p> <p>Dear _____,</p> <p><i>Below is a summary of your benefits, along with associated costs paid by you and the City of Helotes.</i></p> <p><i>-Rick Schroder, City Administrator</i></p>	
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<u>Yearly Benefit Costs</u>	<u>City Cost</u>	<u>Employee Cost</u>
Medical:	\$4,047.36	\$2,813.52
Vision and Dental:	\$315.00	\$265.44
Life, Short Term Disability,	\$470.88	\$0
Long Term Disability, and AD&D Insurances	*Life costs as of 9/30/12	
TMRS Retirement:	\$1,593.62	\$2,115.72
ICMA Retirement	\$0	\$0
Social Security (FICA/Medicare):	\$2,697.54	\$1,818.34
Unemployment:	\$261.00	\$0
Cellular Telephone:	\$0	\$0
Uniform Allowance:	\$720.00	\$0
Certification Reimbursement:	\$0	\$0
Longevity Pay:	\$260.00	\$0
Total Yearly Benefit Costs:	\$10,365.40	\$7,013.02
Your Annual Salary:	\$35,262.00	
Total Value of Municipal Compensation:	\$45,627.40	



Comprehensive Step and Grade Salary Analysis Guide

The City of Helotes implemented a Step and Grade System (the “System”) for municipal personnel effective October 1, 2011. The purpose of the System is to provide a program of personnel advancement, tenure, and goals which will make service to the City attractive as a career and encourage each employee to render their best service to the municipality.

Implementation

During the annual budget process (June – September), Department Heads are responsible for submitting step and grade adjustments for applicable employees within their budget submittal(s) to the City Administrator. Upon consultation with the Mayor and City Treasurer, the City Administrator may incorporate the proposed step and grade adjustment requests into the proposed budget. Department Heads shall not request step and grade adjustments for employees without first having completed evaluations on applicable personnel within the preceding twelve (12) months. All employee evaluations will be filed with Human Resources.

Upon the Mayor’s presentation of the proposed budget to the City Council, the City Council will approve or deny any or all step and grade adjustments. Typically, the City Council will review monies necessary to fulfill the totality of any proposed step and grade adjustments and ensure that sufficient annual revenues offset proposed increases in personnel salaries. The City Council reserves the right to analyze individual step and grade adjustments, as necessary.

The System provides a proposed salary range for all municipal positions. No position shall be compensated below or above its requisite salary range*, with the exception that positions being compensated beyond the top of their salary range will be eligible for annual cost of living adjustments (COLA). COLAs are based upon the United States Department of Labor’s Bureau of Labor Statistics April Consumer Price Index for All Urban Consumers for All Items within the South.

* The City of Helotes reserves the right to implement a five (5) year grace period for System implementation. Current positions may not immediately be compensated within established salary ranges; however, it is the goal of the City to ensure that, within five (5) years from System implementation, all employees are compensated within established salary ranges.

Step and Grade Salary Analysis Summary Sheet

EMV Chart

- EMV or “Estimated Market Value” is what each job position is worth on average in US dollars in the current market.
- The Texas Municipal League databank salary survey, updated as of June 2013, was used.
- EMVs were established using the data found in the aforementioned survey. Salary averages were taken from those jobs with the closest matching job descriptions.
- EMVs will be reevaluated every two years utilizing the most accurate, current, and defensible data available.
- Part-time employee salaries are shown as Full-time salaries so that salaries can accurately be compared with other employee salary results.
- The salary ratio is the percentage of their EMV an employee is currently making with their current salary. The resulting surplus or deficit is then shown in the appropriate column.

50% Salary Range Chart

- This chart reflects the salary range 25% above and 25% below the EMV for each position, thereby establishing a high and low wage limit for each job position.
- An employee’s salary range does not necessarily coincide with the Grade and Step Salary Chart; however, an employee must still be paid within their Salary Range and on a Grade/Step. Therefore, in order to reconcile the two, simply round up or down to the nearest Step.

GS Chart

- This chart was created using the 50% Salary Range Chart above. The number found to be 25% higher than the highest EMV and the number found to be 25% below the lowest EMV Citywide were used to create the range for the City’s Step and Grade System.
- These numbers are \$22,239.75 and \$155,746.25, leaving a difference of \$133,506.50 for the entire Grade and Step System to fall into.
- There are 10 Grades and 10 Steps in each Grade. This resulted in \$1,348.55 between each Step and \$13,485.50 between each Grade. The prior Grade and Step Chart included \$1,128 between each Step and \$11,280 between each Grade.
- Employees were placed in the GS Chart according to their current salary, with their EMV listed last.

Step and Grade Chart Range

<i>*Listed in order from lowest to highest</i>	<u>25% Below</u>	<u>EMV</u>	<u>25% Above</u>
<i>Deputy Court Clerk</i>	\$22,239.75	\$29,653.00	\$37,066.25
<i>Animal Control Officer /Public Works Assistant</i>	\$22,241.25	\$29,655.00	\$37,068.75
<i>Police Department Administrative Assistant</i>	\$24,222.75	\$32,297.00	\$40,371.25
<i>Dispatcher</i>	\$24,972.75	\$33,297.00	\$41,621.25
<i>Human Resources Administrative Assistant</i>	\$26,532.75	\$35,377.00	\$44,221.25
<i>Code Enforcement Officer</i>	\$27,326.25	\$36,435.00	\$45,543.75
<i>Fire Department Administrative Assistant</i>	\$27,590.25	\$36,787.00	\$45,983.75
<i>Development Services Administrative Assistant</i>	\$27,957.00	\$37,276.00	\$46,595.00
<i>Executive Secretary</i>	\$30,612.00	\$40,816.00	\$51,020.00
<i>Assistant Dispatch Supervisor</i>	\$30,724.50	\$40,966.00	\$51,207.50
<i>Firefighter EMT-B</i>	\$32,682.00	\$43,576.00	\$54,470.00
<i>Patrol Officer</i>	\$32,769.00	\$43,692.00	\$54,615.00
<i>Firefighter EMT-I</i>	\$33,488.25	\$44,651.00	\$55,813.75
<i>Warrant Officer</i>	\$33,493.50	\$44,658.00	\$55,822.50
<i>Firefighter EMT-P</i>	\$34,406.25	\$45,875.00	\$57,343.75
<i>Animal Control/Public Works Supervisor</i>	\$35,779.50	\$47,706.00	\$59,632.50
<i>Police Corporal</i>	\$36,600.75	\$48,801.00	\$61,001.25
<i>Police Detective</i>	\$37,582.50	\$50,110.00	\$62,637.50
<i>Dispatch Supervisor</i>	\$37,682.25	\$50,243.00	\$62,803.75
<i>Development Services Specialist</i>	\$38,057.25	\$50,743.00	\$63,428.75
<i>Fire Nurse-EMT</i>	\$38,997.00	\$51,996.00	\$64,995.00
<i>Police Sergeant</i>	\$40,083.75	\$53,445.00	\$66,806.25
<i>City Secretary</i>	\$40,226.25	\$53,635.00	\$67,043.75
<i>Fire Captain</i>	\$41,694.00	\$55,592.00	\$69,490.00
<i>Accounting / Purchasing Officer</i>	\$44,083.50	\$58,778.00	\$73,472.50
<i>Fire Captain assigned to Fire Marshal's Office</i>	\$46,178.25	\$61,571.00	\$76,963.75
<i>Court Clerk/HR Manager</i>	\$47,662.50	\$63,550.00	\$79,437.50
<i>EDC Specialist</i>	\$50,145.00	\$66,860.00	\$83,575.00
<i>Senior Fire Captain</i>	\$52,300.50	\$69,734.00	\$87,167.50
<i>Police Lieutenant</i>	\$52,333.50	\$69,778.00	\$87,222.50
<i>Chief of Police</i>	\$65,901.00	\$87,868.00	\$109,835.00
<i>Fire Chief</i>	\$72,023.25	\$96,031.00	\$120,038.75
<i>City Administrator</i>	\$93,447.75	\$124,597.00	\$155,746.25
Total G.S. Chart Range = \$155,746.25 - \$22,239.75 =			\$133,506.50
Each Step = \$133,506.50/99 =			\$1,348.55

Adopted Step and Grade Chart

	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10
GRADE 1	\$ 22,240.00	\$ 23,588.00	\$ 24,937.00	\$ 26,285.00	\$ 27,634.00	\$ 28,983.00	\$ 30,331.00	\$ 31,680.00	\$ 33,028.00	\$ 34,377.00
26 Pay Periods	\$ 855.38	\$ 907.23	\$ 959.12	\$ 1,010.96	\$ 1,062.85	\$ 1,114.73	\$ 1,166.58	\$ 1,218.46	\$ 1,270.31	\$ 1,322.19
2080 Hours	\$ 10.692	\$ 11.340	\$ 11.989	\$ 12.637	\$ 13.286	\$ 13.934	\$ 14.582	\$ 15.231	\$ 15.879	\$ 16.527
2756 Hours	\$ 8.070	\$ 8.559	\$ 9.048	\$ 9.537	\$ 10.027	\$ 10.516	\$ 11.005	\$ 11.495	\$ 11.984	\$ 12.474
GRADE 2	\$ 35,725.00	\$ 37,074.00	\$ 38,422.00	\$ 39,771.00	\$ 41,119.00	\$ 42,468.00	\$ 53,817.00	\$ 45,165.00	\$ 46,514.00	\$ 47,862.00
26 Pay Periods	\$ 1,374.04	\$ 1,425.92	\$ 1,477.77	\$ 1,529.65	\$ 1,581.50	\$ 1,633.38	\$ 2,069.88	\$ 1,737.12	\$ 1,789.00	\$ 1,840.85
2080 Hours	\$ 17.175	\$ 17.824	\$ 18.472	\$ 19.121	\$ 19.769	\$ 20.417	\$ 25.874	\$ 21.714	\$ 22.363	\$ 23.011
2756 Hours	\$ 12.963	\$ 13.452	\$ 13.941	\$ 14.431	\$ 14.920	\$ 15.409	\$ 19.527	\$ 16.388	\$ 16.877	\$ 17.366
GRADE 3	\$ 49,211.00	\$ 50,559.00	\$ 51,908.00	\$ 53,256.00	\$ 54,605.00	\$ 55,954.00	\$ 57,302.00	\$ 58,651.00	\$ 59,999.00	\$ 61,348.00
26 Pay Periods	\$ 1,892.73	\$ 1,944.58	\$ 1,996.46	\$ 2,048.31	\$ 2,100.19	\$ 2,152.08	\$ 2,203.92	\$ 2,255.81	\$ 2,307.65	\$ 2,359.54
2080 Hours	\$ 23.659	\$ 24.307	\$ 24.956	\$ 25.604	\$ 26.252	\$ 26.901	\$ 27.549	\$ 28.198	\$ 28.846	\$ 29.494
2756 Hours	\$ 17.856	\$ 18.345	\$ 18.835	\$ 19.324	\$ 19.813	\$ 20.303	\$ 20.792	\$ 21.281	\$ 21.770	\$ 22.260
GRADE 4	\$ 62,696.00	\$ 64,045.00	\$ 65,393.00	\$ 66,742.00	\$ 68,090.00	\$ 69,439.00	\$ 70,788.00	\$ 72,136.00	\$ 73,485.00	\$ 74,833.00
26 Pay Periods	\$ 2,411.38	\$ 2,463.27	\$ 2,515.12	\$ 2,567.00	\$ 2,618.85	\$ 2,670.73	\$ 2,722.62	\$ 2,774.46	\$ 2,826.35	\$ 2,878.19
2080 Hours	\$ 30.142	\$ 30.791	\$ 31.439	\$ 32.088	\$ 32.736	\$ 33.384	\$ 34.033	\$ 34.681	\$ 35.329	\$ 35.977
2756 Hours	\$ 22.749	\$ 23.238	\$ 23.728	\$ 24.217	\$ 24.706	\$ 25.196	\$ 25.685	\$ 26.174	\$ 26.664	\$ 27.153
GRADE 5	\$ 76,182.00	\$ 77,530.00	\$ 78,879.00	\$ 80,227.00	\$ 81,576.00	\$ 82,925.00	\$ 84,273.00	\$ 85,622.00	\$ 86,970.00	\$ 88,319.00
26 Pay Periods	\$ 2,930.08	\$ 2,981.92	\$ 3,033.81	\$ 3,085.65	\$ 3,137.54	\$ 3,189.42	\$ 3,241.27	\$ 3,293.15	\$ 3,345.00	\$ 3,396.88
2080 Hours	\$ 36.626	\$ 37.274	\$ 37.923	\$ 38.571	\$ 39.219	\$ 39.868	\$ 40.516	\$ 41.164	\$ 41.813	\$ 42.461
2756 Hours	\$ 27.642	\$ 28.131	\$ 28.621	\$ 29.110	\$ 29.599	\$ 30.089	\$ 30.578	\$ 31.067	\$ 31.557	\$ 32.046
GRADE 6	\$ 89,667.00	\$ 91,016.00	\$ 92,364.00	\$ 93,713.00	\$ 95,061.00	\$ 96,410.00	\$ 97,759.00	\$ 99,107.00	\$100,456.00	\$101,804.00
26 Pay Periods	\$ 3,448.73	\$ 3,500.62	\$ 3,552.46	\$ 3,604.35	\$ 3,656.19	\$ 3,708.08	\$ 3,759.96	\$ 3,811.81	\$ 3,863.69	\$ 3,915.54
2080 Hours	\$ 43.109	\$ 43.758	\$ 44.406	\$ 45.054	\$ 45.702	\$ 46.351	\$ 47.000	\$ 47.648	\$ 48.296	\$ 48.944
2756 Hours	\$ 32.535	\$ 33.025	\$ 33.514	\$ 34.003	\$ 34.492	\$ 34.982	\$ 35.471	\$ 35.960	\$ 36.450	\$ 36.939
GRADE 7	\$103,153.00	\$104,501.00	\$105,850.00	\$107,198.00	\$108,547.00	\$109,896.00	\$111,244.00	\$112,593.00	\$113,941.00	\$115,290.00
26 Pay Periods	\$ 3,967.42	\$ 4,019.27	\$ 4,071.15	\$ 4,123.00	\$ 4,174.88	\$ 4,226.77	\$ 4,278.62	\$ 4,330.50	\$ 4,382.35	\$ 4,434.23
2080 Hours	\$ 49.593	\$ 50.241	\$ 50.889	\$ 51.538	\$ 52.186	\$ 52.835	\$ 53.483	\$ 54.131	\$ 54.779	\$ 55.428
2756 Hours	\$ 37.429	\$ 37.918	\$ 38.407	\$ 38.896	\$ 39.386	\$ 39.875	\$ 40.364	\$ 40.854	\$ 41.343	\$ 41.832
GRADE 8	\$116,638.00	\$117,987.00	\$119,335.00	\$120,684.00	\$122,032.00	\$123,381.00	\$124,730.00	\$126,078.00	\$127,427.00	\$128,775.00
26 Pay Periods	\$ 4,486.08	\$ 4,537.96	\$ 4,589.81	\$ 4,641.69	\$ 4,693.54	\$ 4,745.42	\$ 4,797.31	\$ 4,849.15	\$ 4,901.04	\$ 4,952.88
2080 Hours	\$ 56.076	\$ 56.725	\$ 57.373	\$ 58.021	\$ 58.669	\$ 59.318	\$ 59.966	\$ 60.614	\$ 61.263	\$ 61.911
2756 Hours	\$ 42.321	\$ 42.811	\$ 43.300	\$ 43.790	\$ 44.279	\$ 44.768	\$ 45.258	\$ 45.747	\$ 46.236	\$ 46.725
GRADE 9	\$130,124.00	\$131,472.00	\$132,821.00	\$134,169.00	\$135,518.00	\$136,867.00	\$138,215.00	\$139,564.00	\$140,912.00	\$142,261.00
26 Pay Periods	\$ 5,004.77	\$ 5,056.62	\$ 5,108.50	\$ 5,160.35	\$ 5,212.23	\$ 5,264.12	\$ 5,315.96	\$ 5,367.85	\$ 5,419.69	\$ 5,471.58
2080 Hours	\$ 62.560	\$ 63.208	\$ 63.856	\$ 64.504	\$ 65.153	\$ 65.801	\$ 66.450	\$ 67.098	\$ 67.746	\$ 68.395
2756 Hours	\$ 47.215	\$ 47.704	\$ 48.193	\$ 48.683	\$ 49.172	\$ 49.661	\$ 50.151	\$ 50.640	\$ 51.129	\$ 51.619
GRADE 10	\$143,609.00	\$144,958.00	\$146,306.00	\$147,655.00	\$149,003.00	\$150,352.00	\$151,701.00	\$153,049.00	\$154,398.00	\$155,746.00
26 Pay Periods	\$ 5,523.42	\$ 5,575.31	\$ 5,627.15	\$ 5,679.04	\$ 5,730.88	\$ 5,782.77	\$ 5,834.65	\$ 5,886.50	\$ 5,938.38	\$ 5,990.23
2080 Hours	\$ 69.043	\$ 69.691	\$ 70.339	\$ 70.988	\$ 71.636	\$ 72.285	\$ 72.933	\$ 73.581	\$ 74.230	\$ 74.878
2756 Hours	\$ 52.108	\$ 52.597	\$ 53.086	\$ 53.576	\$ 54.065	\$ 54.554	\$ 55.044	\$ 55.533	\$ 56.022	\$ 56.512

Individual EMV Chart

Administration Department

*Updated 8/1/13

Position	Name of Employee	(EMV)	Hire Date	Tenure with the City (yrs)	Current Position Change Date	Tenure in Position (yrs)	Proposed Salary (annual)	Salary Ratio	Deficit / Surplus
City Administrator	Rick Schroder	\$124,597.00	11/6/06	6.7	9/1/08	4.9	\$82,925.00	0.67	(\$41,672.00)
City Secretary	Grace Tamez	\$53,635.00	12/18/06	6.6	5/12/07	6.2	\$66,742.00	1.24	\$13,107.00
Accounting / Purchasing Officer	Tabitha Durr	\$58,778.00	9/26/11	1.8	n/a	n/a	\$57,302.00	0.97	(\$1,476.00)
Development Services Specialist	Ernest Cruz	\$50,743.00	10/21/02	10.8	n/a	n/a	\$45,165.00	0.89	(\$5,578.00)
Development Services Administrative Assistant	Patricia Daugherty	\$37,276.00	3/11/97	16.4	10/1/05	7.8	\$42,468.00	1.14	\$5,192.00
Code Enforcement Officer	Joe Encina (PT)	\$36,435.00	8/2/06	7.0	12/31/12	0.6	\$43,817.00	1.20	\$7,382.00
Animal Control / Public Works Supervisor	Joshua Mair	\$47,706.00	10/4/10	2.8	n/a	n/a	\$39,771.00	0.83	(\$7,935.00)
Animal Control Officer / Public Works Assistant	Blaschke, Dustin	\$29,655.00	4/3/12	1.3	n/a	n/a	\$30,331.00	1.02	\$676.00
Court Clerk / HR Manager	Judy Henckel	\$63,550.00	9/7/90	22.9	8/25/05	7.9	\$57,302.00	0.90	(\$6,248.00)
HR Administrative Assistant	Felisha Novan (PT)	\$35,377.00	10/21/09	3.8	n/a	n/a	\$30,331.00	0.86	(\$5,046.00)
Deputy Court Clerk	Andrea Ybanez	\$29,653.00	10/13/11	1.8	n/a	n/a	\$34,377.00	1.16	\$4,724.00
"	Karen Coe	"	4/1/12	1.3	11/19/12	0.7	\$30,331.00	1.02	\$678.00
Warrant Officer	Frank Fontanes	\$44,658.00	2/9/04	9.5	10/25/08	4.8	\$38,422.00	0.86	(\$6,236.00)

Dispatch Department

Position	Name of Employee	(EMV)	Hire Date	Tenure with the City (yrs)	Current Position Change Date	Tenure in Position (yrs)	Current Salary (annual)	Salary Ratio	Deficit / Surplus
Dispatch Supervisor	Becky Rylant	\$50,243.00	9/27/10	2.8	11/20/10	2.7	\$39,771.00	0.79	(\$10,472.00)
Assistant Dispatch Supervisor	Julie Shaw	\$40,966.00	9/27/10	2.8	4/20/13	0.3	\$35,725.00	0.87	(\$5,241.00)
Dispatcher	Marcia Anthony	\$33,297.00	5/7/12	1.2	10/20/12	0.8	\$33,028.00	0.99	(\$269.00)
"	Christina Lopez	"	9/27/10	2.8	n/a	n/a	\$34,377.00	1.03	\$1,080.00
"	Ashley Suarez	"	5/9/11	2.2	10/1/11	1.8	\$34,377.00	1.03	\$1,080.00
"	Erica Villasenor	"	12/1/10	2.7	12/1/10	2.7	\$34,377.00	1.03	\$1,080.00
"	Tony Nickerson	"	n/a	n/a	n/a	n/a	\$31,680.00	0.95	(\$1,617.00)
"	Unfilled (PT)	"					\$28,983.00	0.87	(\$4,314.00)

**Police
Department**

Position	Name of Employee	(EMV)	Hire Date	Tenure with the City (yrs)	Current Position Change Date	Tenure in Position (yrs)	Proposed Salary (annual)	Salary Ratio	Deficit / Surplus
Chief of Police	Robert Hunley	\$87,868.00	5/1/91	22.3	3/10/11	2.4	\$74,833.00	0.85	(\$13,035.00)
Executive Secretary	Tiffany Cruz	\$40,816.00	8/15/05	8.0	8/23/06	6.9	\$42,468.00	1.04	\$1,652.00
Police Department Administrative Assistant	Krista Vaillencourt	\$32,297.00	3/30/10	3.3	10/1/11	1.8	\$35,725.00	1.11	\$3,428.00
Police Lieutenant	Anthony Burgess	\$69,778.00	8/1/94	19.0	6/8/06	7.2	\$57,302.00	0.82	(\$12,476.00)
"	Elliot Rodriguez	"	5/27/99	14.2	5/7/11	2.2	\$54,605.00	0.78	(\$15,173.00)
Police Sergeant	Kevin Bryan	\$53,445.00	12/28/02	10.6	5/7/11	2.2	\$46,514.00	0.87	(\$6,931.00)
"	Louis Fleckenstein	"	8/1/94	19.0	3/3/07	6.4	\$53,256.00	1.00	(\$189.00)
"	Donnie Palacios	"	12/26/01	11.6	10/1/07	5.8	\$47,862.00	0.90	(\$5,583.00)
"	James Ridgeway	"	11/30/02	10.7	5/7/11	2.2	\$43,817.00	0.82	(\$9,628.00)
Police Detective	Gregory Gonzales	\$50,110.00	1/20/07	6.5	5/19/08	5.2	\$41,119.00	0.82	(\$8,991.00)
Police Corporal	Robert Higgins	\$48,801.00	9/12/07	5.9	5/7/11	2.2	\$41,119.00	0.84	(\$7,682.00)
"	Steven Ortiz	"	5/30/07	6.2	5/7/11	2.2	\$39,771.00	0.81	(\$9,030.00)
"	Joseph Sparacello	"	6/13/06	7.1	4/23/11	2.3	\$41,119.00	0.84	(\$7,682.00)
Patrol Officer	Christopher Holt	\$43,692.00	7/24/07	6.0	n/a	n/a	\$39,771.00	0.91	(\$3,921.00)
"	Steven Marlette	"	2/27/08	5.4	n/a	n/a	\$39,771.00	0.91	(\$3,921.00)
"	Duane McGuire	"	3/13/13	0.4	n/a	n/a	\$37,074.00	0.85	(\$6,618.00)
"	Jeremy Miner	"	1/27/05	8.5	4/29/06	7.3	\$41,119.00	0.94	(\$2,573.00)
"	Eric Noble	"	4/18/08	5.3	n/a	n/a	\$39,771.00	0.91	(\$3,921.00)
"	Jeromy Perez	"	8/20/09	4.0	n/a	n/a	\$38,422.00	0.88	(\$5,270.00)
"	Robert Trevino	"	4/9/08	5.3	n/a	n/a	\$39,771.00	0.91	(\$3,921.00)
"	Miles Wolfington	"	3/7/08	5.4	4/9/11	2.3	\$37,074.00	0.85	(\$6,618.00)
"	Rodolfo Zapata (PT)	"	1/1/00	13.6	n/a	n/a	\$35,725.00	0.82	(\$7,967.00)

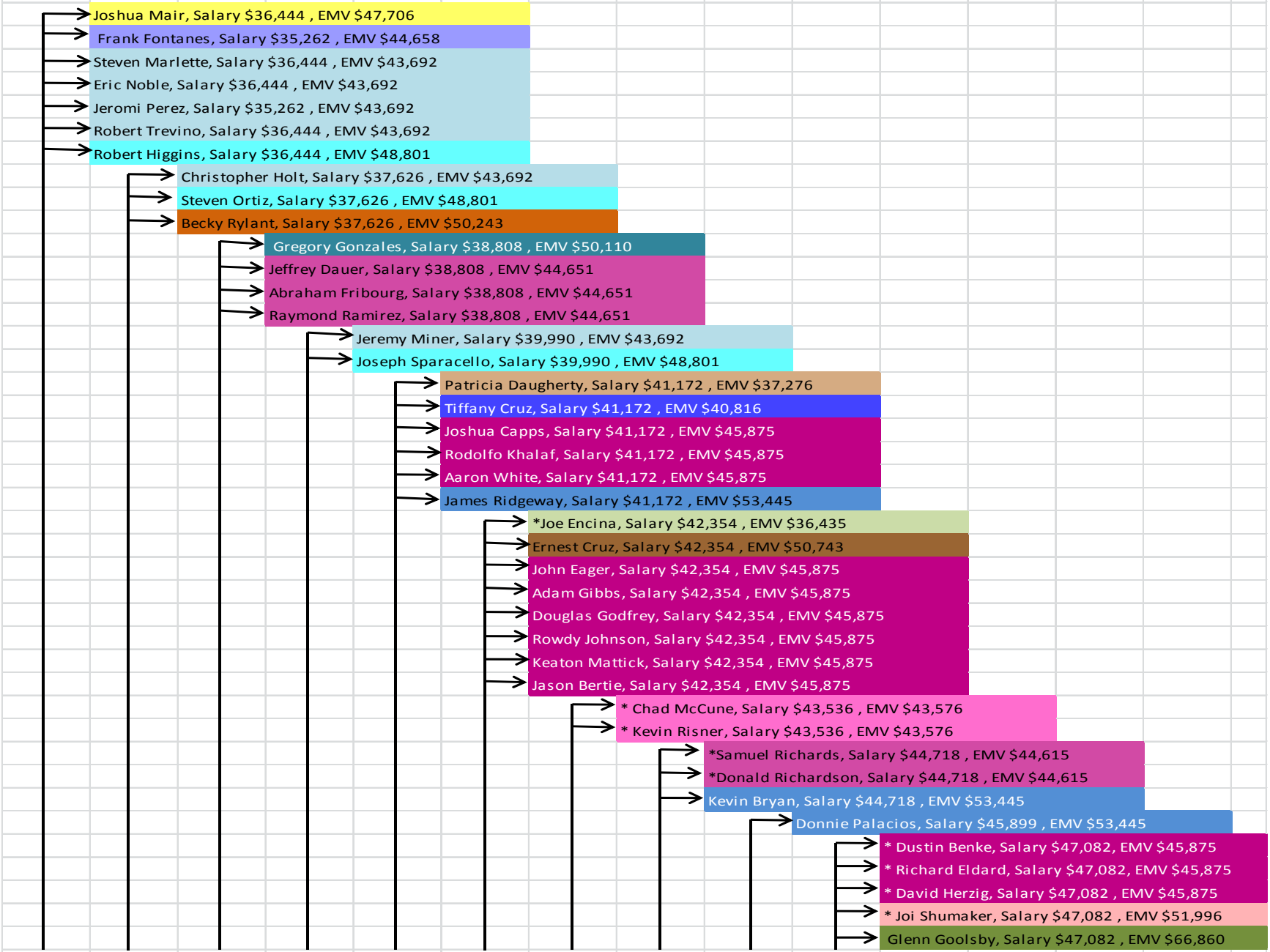
Fire/EMS Departments

Position	Name of Employee	(EMV)	Hire Date	Tenure with the City (yrs)	Current Position Change Date	Tenure in Position (yrs)	Proposed Salary (annual)	Salary Ratio	Deficit / Surplus
Fire Chief	Walton Daugherty	\$96,031.00	6/1/03	10.2	n/a	n/a	\$74,833.00	0.78	(\$21,198.00)
Fire Department Administrative Assistant	Unfilled	\$36,787.00	n/a	n/a	n/a	n/a	\$33,028.00	0.90	(\$3,759.00)
Senior Fire Captain	Richard Wall	\$69,734.00	1/31/07	6.5	10/1/11	1.8	\$62,696.00	0.90	(\$7,038.00)
Fire Captain Assigned to Fire Marshal's Office	Norman Haynes	\$61,571.00	9/4/07	5.9	4/23/13	0.3	\$57,305.00	0.93	(\$4,266.00)
Fire Captain	Jack Quipp	\$55,592.00	1/1/03	10.6	7/26/03	10.0	\$59,999.00	1.08	\$4,407.00
"	Garett Daugherty	"	1/20/03	10.5	10/1/11	1.8	\$54,605.00	0.98	(\$987.00)
"	Carl Hudson	"	4/14/07	6.3	2/25/12	1.4	\$53,256.00	0.96	(\$2,336.00)
Firefighter EMT - B	Chad McCune (PT)	\$43,576.00	4/14/07	6.3	10/1/11	1.8	\$45,165.00	1.04	\$1,589.00
"	Kevin Risner (PT)	"	11/22/04	8.7	11/22/04	8.7	\$45,165.00	1.04	\$1,589.00
Firefighter EMT - I	Jeffrey Dauer	\$44,651.00	6/2/08	5.2	12/20/08	4.6	\$41,119.00	0.92	(\$3,532.00)
"	Abraham Fribourg	"	10/12/06	6.8	11/22/08	4.7	\$41,119.00	0.92	(\$3,532.00)
"	Raymond Ramirez	"	10/24/09	3.8	n/a	n/a	\$41,119.00	0.92	(\$3,532.00)
"	Samuel Richards (PT)	"	4/1/09	4.3	n/a	n/a	\$46,514.00	1.04	\$1,863.00
"	Donald Richardson (PT)	"	11/22/04	8.7	n/a	n/a	\$46,514.00	1.04	\$1,863.00
Firefighter EMT - P	Dustin Benke (PT)	\$45,875.00	1/18/11	2.5	8/28/12	0.9	\$47,862.00	1.04	\$1,987.00
"	Jason Bertie	"	9/12/09	3.9	4/20/10	3.3	\$43,817.00	0.96	(\$2,058.00)
"	Joshua Capps	"	8/29/12	0.9	n/a	n/a	\$42,468.00	0.93	(\$3,407.00)
"	John Eager	"	12/30/10	2.6	n/a	n/a	\$43,817.00	0.96	(\$2,058.00)
"	Richard Eldard (PT)	"	1/20/03	10.5	2/13/12	1.5	\$47,862.00	1.04	\$1,987.00
"	Adam Gibbs	"	4/1/11	2.3	n/a	n/a	\$43,817.00	0.96	(\$2,058.00)
"	Douglas Godfrey	"	4/1/11	2.3	n/a	n/a	\$43,817.00	0.96	(\$2,058.00)
"	David Herzig (PT)	"	10/12/06	6.8	8/27/09	3.9	\$47,862.00	1.04	\$1,987.00
"	Rowdy Johnson	"	5/14/11	2.2	n/a	n/a	\$43,817.00	0.96	(\$2,058.00)
"	Rodolfo Khalaf	"	3/22/12	1.4	n/a	n/a	\$42,468.00	0.93	(\$3,407.00)
"	Keaton Mattick	"	5/10/11	2.2	n/a	n/a	\$43,817.00	0.96	(\$2,058.00)
"	Aaron White	"	12/29/12	0.6	n/a	n/a	\$42,468.00	0.93	(\$3,407.00)
"	Unfilled (PT)						\$45,165.00	.98	(\$710.00)
Fire Nurse-EMT	Joi Shumaker (PT)	\$51,996.00	11/1/09	3.8	n/a	n/a	\$49,211.00	0.95	(\$2,785.00)

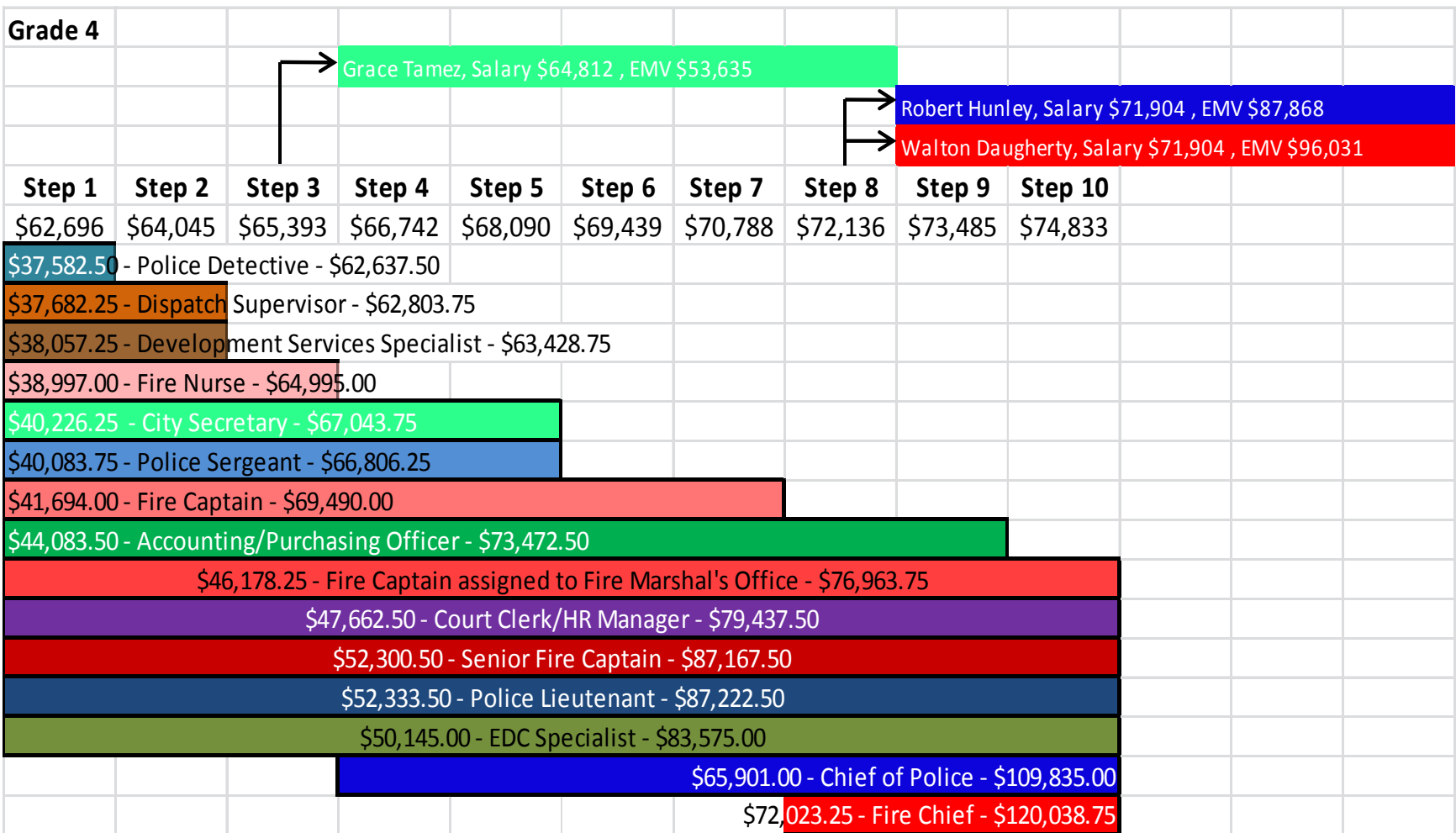
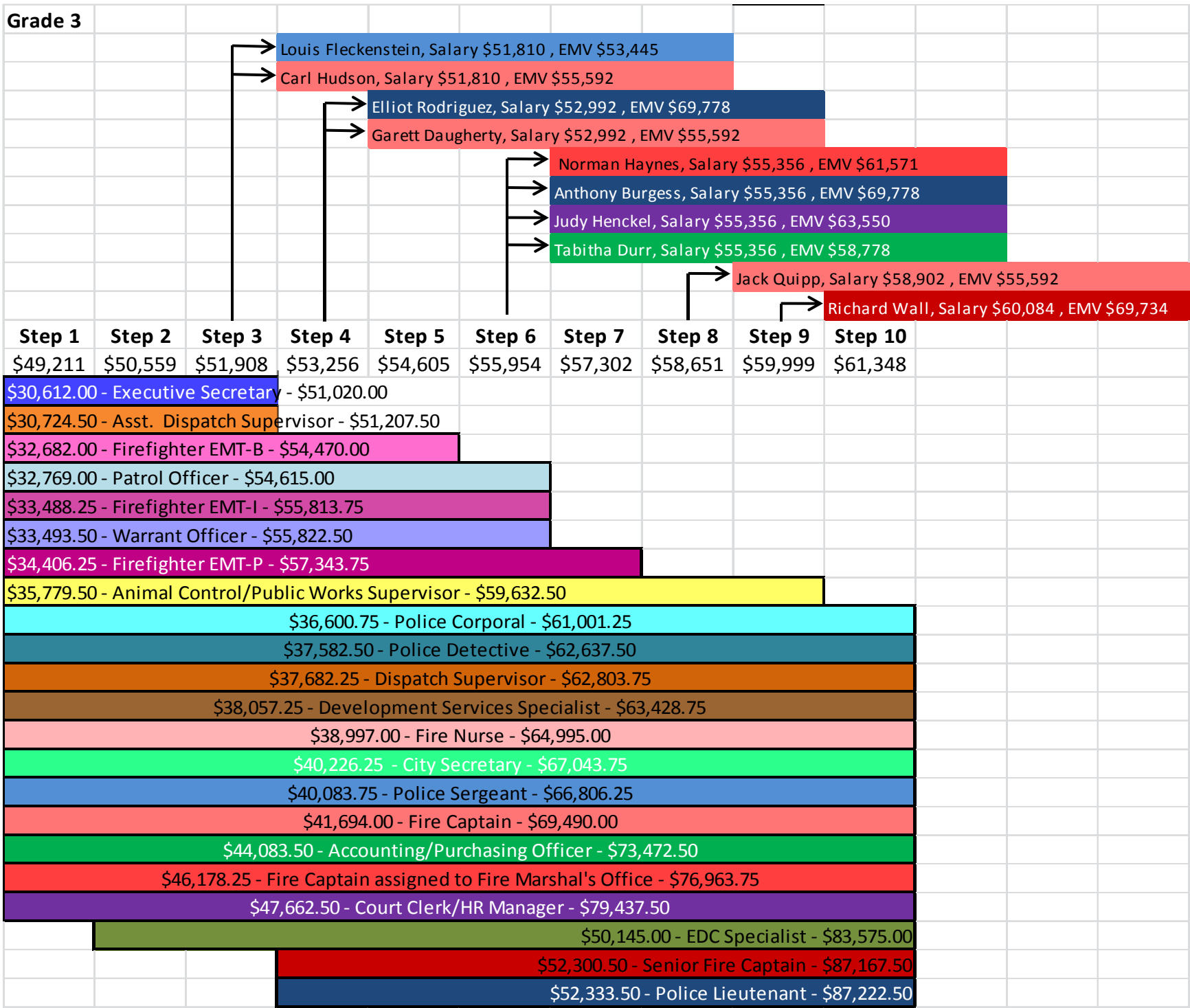
FYE 2014 Step and Grade Chart Placement (Compared to Prior FY Salary)

Grade 1									
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
\$22,240	\$23,588	\$24,937	\$26,285	\$27,634	\$28,983	\$30,331	\$31,680	\$33,028	\$34,377
* Felisha Novan, Salary \$28,170 , EMV \$35,377 Dustin Blaschke, Salary 29,352 , EMV \$29,655 Karen Coe, Salary \$29,352 , EMV \$29,653 Marcia Anthony, Salary \$30,534 , EMV \$33,297 Andrea Ybanez, Salary \$32,898 , EMV \$29,653 Ashley Suarez, Salary \$32,898 , EMV \$33,297 Erica Villasenor, Salary \$32,898 , EMV \$33,297 Christina Lopez, Salary \$32,898 , EMV \$33,297 Duane McGuire, Salary \$32898 , EMV \$43,692 Julie Shaw, Salary \$34,080 , EMV \$40,966 Krista Vailencourt, Salary \$34,080 , EMV \$32,297 Miles Wolfington, Salary \$34,080 , EMV \$43,692 * Rodolfo Zapata, Salary \$34,080 , EMV \$43,692									
\$22,239.75 - Deputy Court Clerk - \$37,066.25									
\$22,241.25 - Animal Control Officer/Public Works Asst. - \$37,068.75									
\$24,222.75 - Police Dept. Administrative Asst. - \$40,371.25									
\$24,972.75 - Dispatcher - \$41,621.25									
\$26,532.75 - HR Administrative Asst. - \$44,221.25									
\$27,326.25 - Code Enforcement Officer - \$45,543.75									
\$27,590.25 - Fire Dept. Administrative Asst. - \$45,983.75									
\$27,957.00 - Development Services Administrative Asst. - \$46,595.00									
\$30,612.00 - Executive Secretary - \$51,020.00									
\$30,724.50 - Asst. Dispatch Supervisor - \$51,207.50									
\$32,682.00 - Firefighter EMT-B - \$54,470.00									
\$32,769.00 - Patrol Officer - \$54,615.00									
\$33,488.25 - Firefighter EMT-I - \$55,813.75									
\$33,493.50 - Warrant Officer - \$55,822.50									

Grade 2



Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
\$35,725	\$37,074	\$38,422	\$39,771	\$41,119	\$42,468	\$43,817	\$45,165	\$46,514	\$47,862
\$22,239.75 - Deputy Court Clerk - \$37,066.25									
\$22,241.25 - Animal Control Officer/Public Works Asst. - \$37,068.75									
\$24,222.75 - Police Dept. Administrative Asst. - \$40,371.25									
\$24,972.75 - Dispatcher - \$41,621.25									
\$26,532.75 - HR Administrative Asst. - \$44,221.25									
\$27,326.25 - Code Enforcement Officer - \$45,543.75									
\$27,590.25 - Fire Dept. Administrative Asst. - \$45,983.75									
\$27,957.00 - Development Services Administrative Asst. - \$46,595.00									
\$30,612.00 - Executive Secretary - \$51,020.00									
\$30,724.50 - Asst. Dispatch Supervisor - \$51,207.50									
\$32,682.00 - Firefighter EMT-B - \$54,470.00									
\$32,769.00 - Patrol Officer - \$54,615.00									
\$33,488.25 - Firefighter EMT-I - \$55,813.75									
\$33,493.50 - Warrant Officer - \$55,822.50									
\$34,406.25 - Firefighter EMT-P - \$57,343.75									
\$35,779.50 - Animal Control/Public Works Supervisor - \$59,632.50									
\$36,600.75 - Police Corporal - \$61,001.25									
\$37,582.50 - Police Detective - \$62,637.50									
\$37,682.25 - Dispatch Supervisor - \$62,803.75									
\$38,057.25 - Development Services Specialist - \$63,428.75									
\$38,997.00 - Fire Nurse - \$64,995.00									
\$40,226.25 - City Secretary - \$67,043.75									
\$40,083.75 - Police Sergeant - \$66,806.25									
\$41,694.00 - Fire Captain - \$69,490.00									
\$44,083.50 - Accounting/Purchasing Officer - \$73,472.50									
\$46,178.25 - Fire Captain assigned to Fire Marshal's Office - \$76,963.75									
\$47,662.50 - Court Clerk/HR Manager - \$79,437.50									



Grade 5										
				→	Rick Schroder, Salary \$80,178 , EMV \$124,597					
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	
\$76,182	\$77,530	\$78,879	\$80,227	\$81,576	\$82,925	\$84,273	\$85,622	\$86,970	\$88,319	
\$46,178.25 - Fire Captain assigned to Fire Marshal's Office - \$76,963.75										
\$47,662.50 - Court Clerk/HR Manager - \$79,437.50										
\$50,145.00 - EDC Specialist - \$83,575.00										
\$52,300.50 - Senior Fire Captain - \$87,167.50										
\$52,333.50 - Police Lieutenant - \$87,222.50										
\$65,901.00 - Chief of Police - \$109,835.00										
\$72,023.25 - Fire Chief - \$120,038.75										

Grade 6									
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
\$89,667	\$91,016	\$92,364	\$93,713	\$95,061	\$96,410	\$97,759	\$99,107	\$100,456	\$101,804
\$65,901.00 - Chief of Police - \$109,835.00									
\$72,023.25 - Fire Chief - \$120,038.75									
\$93,447.75 - City Administrator - \$155,746.25									

Grade 7									
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
\$103,153	\$104,501	\$105,850	\$107,198	\$108,547	\$109,896	\$111,244	\$112,593	\$113,941	\$115,290
\$65,901.00 - Chief of Police - \$109,835.00									
\$72,023.25 - Fire Chief - \$120,038.75									
\$93,447.75 - City Administrator - \$155,746.25									

Grade 8									
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
\$116,638	\$117,987	\$119,335	\$120,684	\$122,032	\$123,381	\$124,730	\$126,078	\$127,427	\$128,775
\$72,023.25 - Fire Chief - \$120,038.75									
\$93,447.75 - City Administrator - \$155,746.25									

Grade 9									
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
\$130,124	\$131,472	\$132,821	\$134,169	\$135,518	\$136,867	\$138,215	\$139,564	\$140,912	\$142,261
\$93,447.75 - City Administrator - \$155,746.25									

Grade 10									
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
\$143,609	\$144,958	\$146,306	\$147,655	\$149,003	\$150,352	\$151,701	\$153,049	\$154,398	\$155,746
\$93,447.75 - City Administrator - \$155,746.25									

Salary Survey Chart

EMV Calculations from TML "Wages and Benefits" Salary Report									
Using TML search engine with tags "Alamo Region - San Antonio Area" and "Annual Salaries"									
Updated 7/15/2013									
*EMV stands for Estimated Market Value									
*To calculate EMVs, City of Helotes and City of San Antonio salaries were removed from categories. Salary data of complimentary job descriptions were also averaged together.									
Rick Schroder									
City Administrator					*Searched under job title "City Manager"				
Brief Job Description:	Chief Executive or Administrative Officer for the City. Responsible to the city council for the proper administration of city affairs as assigned by charter, ordinance or directive. Education: Master's Degree, Public Administration; Experience: 5 years of progressive responsibilities in local government, including supervision and project management.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	1	City Manager	Mayor/City Council	\$105,711.00	\$158,566.00	\$137,010.00	5/13/2013
Elmendorf	1,488	Alamo Region-San Antonio Area	1	City Administrator	Mayor/City Council	-	-	\$69,500.00	4/30/2013
Bulverde	4,630	Alamo Region-San Antonio Area	1	City Administrator		-	-	\$88,155.00	7/1/2011
Fredericksburg	11,098	Alamo Region-San Antonio Area	1	City Manager	Mayor/Council	\$107,760.00	\$163,836.00	\$139,404.00	4/18/2013
Kerrville	22,821	Alamo Region-San Antonio Area	1	City Manager		-	-	\$130,000.00	6/1/2012
New Braunfels	53,547	Alamo Region-San Antonio Area	1	City Manager		-	-	\$160,850.00	5/4/2012
Pleasanton	10,200	Alamo Region-San Antonio Area	1	City Manager	City Council	-	-	\$73,656.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	1	City Manager	Mayor/City Council	-	-	\$180,939.00	10/21/2011
Schertz	31,465	Alamo Region-San Antonio Area	1	City Manager	City Officials	-	-	\$132,500.00	9/24/2012
Seguin	26,394	Alamo Region-San Antonio Area	1	City Manager	City Council	\$183,477.00	\$183,477.00	\$183,477.00	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	1	City Manager		-	-	\$97,374.96	8/8/2012
Uvalde	15,751	Alamo Region-San Antonio Area	1	City Manager	Mayor & Council	\$85,000.00	\$105,000.00	\$95,000.00	10/27/2011
*Searched under job title "Assistant City Manager"									
Brief Job Description:	Provides support to the City Manager in the performance of delegated responsibilities for city administration. Supervises major municipal activities as requested. Education: Bachelor's Degree (Master's Preferred); Experience: 5 years of progressive responsibilities, including supervision and project management.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Kyle	26,103	Alamo Region-San Antonio Area	1	Assistant City Manager	City Manager	\$100,186.00	\$128,003.00	\$115,920.00	4/10/2013
San Marcos	52,927	Alamo Region-San Antonio Area	2	Assistant City Manager	City Manager	\$119,080.00	\$176,610.00	\$143,874.00	5/2/2013
Schertz	31,465	Alamo Region-San Antonio Area	2	Assistant City Manager	City Management/Administration	\$110,000.00	\$122,000.00	\$116,000.00	9/24/2012
Seguin	26,394	Alamo Region-San Antonio Area	1	Assistant City Manager	City Manager	\$94,685.00	\$136,953.00	\$130,290.00	5/1/2013
*Searched under job title "Deputy City Manager"									
Brief Job Description:	Provides support to the City Manager in the performance of delegated responsibilities for city administration. Supervises major municipal activities as requested. Education: Bachelor's Degree (Master's Preferred); Experience: 5 years of progressive responsibilities, including supervision and project management.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Kyle	26,103	Alamo Region-San Antonio Area	1	City Manager		\$120,559.00	\$154,032.00	\$124,200.00	4/10/2013
								Average of above positions = \$124,597.06	

Patricia Daugherty									
Development Services Administrative Assistant *Searched under job title "Administrative Assistant"									
Brief Job Description:		Provides administrative support to a major department for coordinating and performing administrative activities; preparation of reports and studies, collection and organizing information, analyzing administrative processes and procedures. Education: High School/GED diploma; Experience:4 years.							
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	1	Administrative Assistant	Accounting Supervisor,	\$28,572.00	\$42,852.00	\$31,200.00	5/13/2013
Boerne	10,354	Alamo Region-San Antonio Area	2	Administrative Assistant II	Dept Supervisor	\$35,637.00	\$54,039.00	\$38,376.00	4/23/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	4	Administrative Assistant	Director	\$26,208.00	\$56,388.00	\$35,460.00	4/18/2013
Kerrville	22,821	Alamo Region-San Antonio Area	1	Administrative Assistant		\$31,795.36	\$44,797.16	\$34,361.60	6/1/2012
New Braunfels	53,547	Alamo Region-San Antonio Area	6	Administrative Assistant		\$31,929.00	\$46,696.00	\$36,106.17	5/4/2012
San Marcos	52,927	Alamo Region-San Antonio Area	3	Administrative Assistant, Sr.		\$31,886.00	\$47,840.00	\$39,915.00	5/1/2013
Schertz	31,465	Alamo Region-San Antonio Area	2	Administrative Assistant	Clerical/Secretarial	\$31,908.00	\$42,102.00	\$31,592.00	9/24/2012
Seguin	26,394	Alamo Region-San Antonio Area	3	Office Supervisor/Police	Police Chief	\$33,219.00	\$48,055.00	\$43,373.00	5/1/2013
*Searched under job title "Executive Secretary"									
Brief Job Description:		Advanced secretarial work in support of a Department Director. Compose, prepare and review a variety of memorandums, correspondence, reports, affidavits, statements, public notices and documents. Handle confidential information. Participate in annual department budget preparation and administration including assistance with monitoring and controlling expenditures. May monitor and coordinate the work of clerical staff. Education: High School/GED diploma; Experience: 4 years.							
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
San Marcos	52,927	Alamo Region-San Antonio Area	5	Administrative Coordinator		\$36,920.00	\$55,390.00	\$48,485.00	5/2/2013
Seguin	26,394	Alamo Region-San Antonio Area	2	Main Street Assistant	Main Street Director	\$30,081.00	\$43,487.00	\$43,055.00	5/1/2013
*Searched under job title "Special Events Coordinator/Manager"									
Brief Job Description:		Engages in public contact to handle bookings and event coordination. Supervises all related event staff and volunteers. Receives incoming revenue and prepares receipts; prepares bills for payment, and keeps all client accounts current. Education: High School/GED; Experience: 2 years of progressive responsibilities, including supervision.							
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Kyle	26,103	Alamo Region-San Antonio Area	1	Recreation Program	Director of Parks and	\$40,130.00	\$51,272.00	\$41,441.00	4/10/2013
San Marcos	52,927	Alamo Region-San Antonio Area	1	Facilities/Events Coordinator	Asst Director of	\$33,904.00	\$45,864.00	\$46,946.00	10/25/2011
*Searched under job title "Clerk-Senior Level"									
Brief Job Description:		Incumbent performs a variety of complicated tasks. Some subject matter knowledge and independent judgment and initiative is applied to complete assignments consisting of numerous steps that vary in nature and sequence. Selects from alternative methods and refers recommendations to supervisor. May direct and lead the work of others. Education: High School/GED diploma; Experience: 4 years.							
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	1	Customer Service	Accounting Supervisor	\$26,448.00	\$39,684.00	\$38,880.00	5/13/2013
Elmendorf	1,488	Alamo Region-San Antonio Area	1	Water Clerk / City Clerk	City Administrat	-	-	\$31,720.00	4/30/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	2	Coordinators	Directors	\$31,824.00	\$56,388.00	\$38,952.00	4/18/2013
Pleasanton	10,200	Alamo Region-San Antonio Area	5	Various-4 at City Hall, 1 PD Clerk	Dept. head	-	-	\$27,624.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	2	Administrative Assistant, Senior		\$31,886.00	\$47,840.00	\$39,915.50	5/2/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Permit Technician	Asst. Planning	\$25,900.00	\$37,444.00	\$28,904.00	5/1/2013
*Searched under job title "Secretary - Journeyman Level"									
Brief Job Description:		Performs clerical work and minor administrative and business duties to relieve officials of administrative details. Compiles and summarizes data for reports. Schedules appointments and makes reservations. Performs duties using some independent judgment. Education: High School/GED diploma; Experience: 2 years.							
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Boerne	10,354	Alamo Region-San Antonio Area	1	Administrative Clerk II	Asst. City Manager	\$35,637.00	\$54,039.00	\$38,376.00	4/23/2013
Kyle	26,103	Alamo Region-San Antonio Area	1	Public Works Secretary	Director of P.W.	\$33,903.00	\$43,317.00	\$38,128.00	4/11/2013
San Marcos	52,927	Alamo Region-San Antonio Area	10	Administrative Assistant		\$30,368.00	\$45,573.00	\$38,938.00	5/24/2013
Seguin	26,394	Alamo Region-San Antonio Area	4	Administrative Technician	Office Supervisor	\$27,225.00	\$39,358.00	\$31,829.00	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	1	P.W. / Utility Office Manager	P.W. Director	\$30,300.00	\$43,632.00	\$37,340.16	8/8/2012
*Searched under job title "Civic Center Events Coordinator"									
Brief Job Description:		Supervisor for event bookings, contractual agreements and maintenance of Civic Center facilities. Responsible for working with public and private organizations to design and sponsor programs, seminars and other activities. Responsible for Civic Center custodians and ticket sales staff, if applicable. Education: High School/GED diploma; Experience: 3 years, including supervision.							
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Seguin	26,394	Alamo Region-San Antonio Area	1	Event Coordinator	Coliseum	\$33,219.00	\$48,055.00	\$33,720.00	5/1/2013
								Average of above positions =	\$37,276.56

Krista Vaillencourt									
Administrative Assistant									
*Searched under job title "Administrative Assistant"									
Brief Job Description:		Provides administrative support to a major department for coordinating and performing administrative activities; preparation of reports and studies, collection and organizing information, analyzing administrative processes and procedures. Education: High School/GED diploma; Experience:4 years.							
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	1	Administrative Assistant	Accounting Supervisor, Fire Chief	\$28,572.00	\$42,852.00	\$31,200.00	5/13/2013
Boerne	10,354	Alamo Region-San Antonio Area	2	Administrative Assistant II	Dept Supervisor	\$35,637.00	\$54,039.00	\$38,376.00	4/23/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	4	Administrative Assistant	Director	\$26,208.00	\$56,388.00	\$35,460.00	4/18/2013
Kerrville	22,821	Alamo Region-San Antonio Area	1	Administrative Assistant		\$31,795.36	\$44,797.16	\$34,361.60	6/1/2012
New Braunfels	53,547	Alamo Region-San Antonio Area	6	Administrative Assistant		\$31,929.00	\$46,696.00	\$36,106.17	5/4/2012
San Marcos	52,927	Alamo Region-San Antonio Area	3	Administrative Assistant, Sr.		\$31,886.00	\$47,840.00	\$39,915.00	5/1/2013
Schertz	31,465	Alamo Region-San Antonio Area	2	Administrative Assistant	Clerical/Secretarial	\$31,908.00	\$42,102.00	\$31,592.00	9/24/2012
Seguin	26,394	Alamo Region-San Antonio Area	3	Office Supervisor/Police	Police Chief	\$33,219.00	\$48,055.00	\$43,373.00	5/1/2013
*Searched under job title "Receptionist"									
Brief Job Description:		Provides general receptionist duties, handling all incoming calls and forwarding to the proper department. Education: High School/GED diploma; Experience: None.							
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Boerne	10,354	Alamo Region-San Antonio Area	1	Administrative Clerk I	Assistant City Manager	\$30,730.00	\$46,598.00	\$33,924.00	4/23/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	1	Receptionist	City Secretary	\$26,208.00	\$38,160.00	\$30,276.00	4/18/2013
Kyle	26,103	Alamo Region-San Antonio Area	1	Receptionist	Director of Human Resources	\$25,178.00	\$32,170.00	\$32,781.00	4/11/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Receptionist	Asst. Director of Human Resources	\$23,441.00	\$33,883.00	\$23,441.00	5/1/2013
*Searched under job title "Clerk - Journeyman Level"									
Brief Job Description:		Procedures and outlines of assignments are provided. However, the clerical steps can vary in nature and sequence, depending on the task. The incumbent may select appropriate methods from a wide variety of procedures or make simple adaptations and interpretations of a limited number of substantive guides and manuals. Work requires a familiarity with the terminology of the office unit. Education: High School/GED diploma; Experience: 2 years.							
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Boerne	10,354	Alamo Region-San Antonio Area	3	Administrative Assistant I	Dept Supervisor	\$35,637.00	\$54,039.00	\$36,524.00	4/23/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	3	Cust Service Rep	Director of Finance	\$27,516.00	\$40,080.00	\$30,996.00	4/18/2013
Kyle	26,103	Alamo Region-San Antonio Area	2	Records Specialist	Support Services Manager	\$28,149.00	\$35,965.00	\$31,752.00	4/11/2013
Pleasanton	10,200	Alamo Region-San Antonio Area	1	Museum Clerk	Museum Director	-	-	\$21,588.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	11	Administrative Assistant		\$30,368.00	\$45,573.00	\$38,542.00	5/2/2013
Schertz	31,465	Alamo Region-San Antonio Area	1	Clerk-Journeyman Level	Clerical/Secretarial	\$24,182.00	\$31,908.00	\$23,943.00	9/24/2012
Seguin	26,394	Alamo Region-San Antonio Area	1	Purchasing Technician	Asst. Finance Director	\$27,225.00	\$39,358.00	\$28,333.00	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	1	Receptionist/Permits Clerk	City Manager	\$20,688.00	\$29,784.00	\$24,558.60	8/8/2012
*Searched under job title "Secretary - Entry Level"									
Brief Job Description:		Performs basic secretarial functions. Composes and types routine correspondence; prepares and maintains records and documents required by the department or city; compiles and summarizes data for reports. Answers phones and directs calls and visitors. Education: High School/GED diploma; Experience: None; Typing: 35 wpm.							
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
San Marcos	52,927	Alamo Region-San Antonio Area	2	Administrative Clerk		\$24,981.00	\$37,482.00	\$31,200.00	5/24/2013
Average of above positions =								\$32,297.26	

Grace Tamez									
City Secretary	*Searched under job title "City Clerk/Secretary"								
Brief Job Description:	Responsibilities are outlined by city charter. Provides legal and proper notice of all official meetings of the city council, notices and ordinances, and elections. Provides maintenance and custodianship of the minutes of all city council meetings and conducts all city elections. Is usually the appointed Registrar of Vital Statistics, and performs duties as prescribed by law. Education: Associate Degree; Experience: 4 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Elmendorf	1,488	Alamo Region-San Antonio Area	1	City Secretary	City Administrat	-	-	\$35,360.00	4/30/2013
Bulverde	4,630	Alamo Region-San Antonio Area	1	City Secretary		-	-	\$44,263.00	9/5/2012
Fredericksburg	11,098	Alamo Region-San Antonio Area	1	City Clerk/Secretary	City Manager	\$51,852.00	\$75,468.00	\$61,716.00	4/18/2013
New Braunfels	53,547	Alamo Region-San Antonio Area	1	City Secretary		\$58,200.00	\$87,300.00	\$58,200.00	5/4/2012
Pleasanton	10,200	Alamo Region-San Antonio Area	1	City Secretary/Office	City Council/Cty	-	-	\$44,340.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	1	City Clerk	Mayor/City Council	-	-	\$65,042.00	5/24/2013
Schertz	31,465	Alamo Region-San Antonio Area	1	City Clerk/Secretary	City Officials	-	-	\$73,448.00	9/24/2012
Shavano Park	3,035	Alamo Region-San Antonio Area	1	City Clerk	City Manager	\$35,976.00	\$51,804.00	\$46,715.52	8/8/2012
								\$53,635.57	

Taby Durr									
Accounting Officer									
*Searched under job title "Accountant - Senior Level"									
Brief Job Description: Responsible for the preparation of financial reports, interpretation of financial data and designing accounting controls. Prioritizes and coordinates activities of the accounting staff. Education: Bachelor's Degree; License/Certification: CPA preferred; Experience: 4 years, including 1 year in the design and implementation of internal controls for governmental agencies and fund accounting.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Shavano Park	3,035	Alamo Region-San Antonio Area	1	Finance Director	City Manager	\$53,736.00	\$77,376.00	\$59,875.20	8/8/2012
*Searched under job title "Payroll Coordinator"									
Brief Job Description: Ensures the accurate and efficient processing of the City payroll and assures compliance with State and Federal reporting requirements. Education: Bachelor's Degree; Experience: 3 years.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Pleasanton	10,200	Alamo Region-San Antonio Area	1	Payroll/Tax Collector	City Secretary	-	-	\$28,728.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	2	Accounting Specialist	Accounting Manager	\$35,173.00	\$52,749.00	\$46,456.50	5/2/2013
*Searched under job title "Purchasing Agent"									
Brief Job Description: Maintains supervisory control over all aspects of the purchasing process. Administers the centralized purchasing system for the City. Responsible for the procurement of supplies, materials and equipment of the desired grade and quality at a price favorable to the city. Education: Bachelor's Degree; Experience: 4 years experience.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
San Marcos	52,927	Alamo Region-San Antonio Area	2	Purchasing Specialist, Sr.	Purchasing Manager	\$38,771.00	\$58,157.00	\$41,818.50	5/3/2013
*Searched under job title "Buyer-Journeyman Level"									
Brief Job Description: Purchases standard materials, technical items, and services that may require occasional modification or special instruction. Deals with manufacturers and distributors, with some contract negotiation. Quantities and dollar amount may be relatively large. Education: Bachelors Degree; Experience: 2 years.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
San Marcos	52,927	Alamo Region-San Antonio Area	1	Purchasing Specialist	Purchasing Manager	\$36,920.00	\$55,390.00	\$37,648.00	5/2/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Buyer	Purchasing	\$34,918.00	\$50,513.00	\$36,340.00	5/1/2013
*Searched under job title "Assistant Finance Director"									
Brief Job Description: Assists the Finance Director in the direction and supervision of all financial activities of the city. Activities may include budget preparation, cash management, bank relations, purchasing and debt management. Education: Bachelor's Degree; Experience: 4 years of progressive responsibilities, including supervision and project management.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Boerne	10,354	Alamo Region-San Antonio Area	1	Assistant Finance Director	Finance Director	\$61,352.00	\$93,032.00	\$66,060.00	4/23/2013
Kerrville	22,821	Alamo Region-San Antonio Area	1	Assistant Director of Finance		\$59,810.00	\$86,710.64	\$59,810.00	6/1/2012
Kyle	26,103	Alamo Region-San Antonio Area	1	Finance Officer	Director of Finance	\$59,513.00	\$76,037.00	\$73,608.00	4/10/2013
San Marcos	52,927	Alamo Region-San Antonio Area	1	Ast. Director of Finance	Finance Director	\$80,600.00	\$120,890.00	\$96,907.00	5/2/2013
Schertz	31,465	Alamo Region-San Antonio Area	1	Assistant Finance Director	Finance	\$57,797.00	\$76,262.00	\$57,224.00	9/24/2012
Seguin	26,394	Alamo Region-San Antonio Area	1	Assistant Finance Director	Finance Director	\$60,442.00	\$87,423.00	\$83,169.00	5/1/2013
*Searched under job title "Purchasing Director"									
Brief Job Description: Provides control and consistency to the procurement of all supplies, materials and equipment of the desired grade and quality at prices favorable to the City. Plans, organizes, trains and evaluates the work of subordinates responsible for the purchasing. Education: Bachelor's Degree; Experience: 5 years of progressive responsibilities, including supervision.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
San Marcos	52,927	Alamo Region-San Antonio Area	1	Purchasing Manager	Assistant Director of Finance	\$60,133.00	\$90,210.00	\$76,482.00	5/3/2013
								Average of above positions =	\$58,778.94

Joe Encina									
Code Enforcement Officer				*Searched under job title "Code Enforcement Officer"					
Brief Job Description:	Performs a variety of code enforcement inspections on public and private property. Investigates citizen complaints regarding potential code violations pertaining to nuisances, sewage, trash, debris or related unsanitary conditions. Investigates complaints of property, zoning, and vehicle code violations, and high grass and overhanging limbs. Issues citations, notices or abatements as necessary. Education: High School/GED diploma; Experience: None.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Fredericksburg	11,098	Alamo Region-San Antonio Area	1	Code Enforcement	Dir of Developme	\$36,840.00	\$53,652.00	\$35,820.00	4/18/2013
New Braunfels	53,547	Alamo Region-San Antonio Area	3	Inspector I-Codes and	Building Official	\$30,506.00	\$45,759.00	\$37,829.00	5/20/2013
Pleasanton	10,200	Alamo Region-San Antonio Area	1	Code Enforcement	City Manager	-	-	\$33,276.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	1	Sanitarian	Asst Director of	\$38,771.00	\$58,157.00	\$46,966.00	5/2/2013
Schertz	31,465	Alamo Region-San Antonio Area	2	Code Enforcement	Inspection	\$31,908.00	\$42,102.00	\$31,592.00	9/24/2012
Seguin	26,394	Alamo Region-San Antonio Area	1	Code Compliance	Asst. Planning	\$33,219.00	\$48,055.00	\$33,219.00	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	1	Code Compliance Officer	Fire Chief	\$38,916.00	\$56,052.00	\$36,343.80	8/8/2012
								\$36,435.11	
Glenn Goolsby									
EDC Specialist				*Searched under job title "Economic Development Director"					
Brief Job Description:	Plans, directs, manages and coordinates activities of staff involved in economic development initiatives. Negotiates with industry representatives to encourage location in area. Directs activities such as research, analysis and evaluation of technical information to determine the feasibility and economic impact of proposed expansions. Education: Bachelor's Degree; Experience: 5 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Kyle	26,103	Alamo Region-San Antonio Area	1	Director of Economic Development	Director of Community Development	\$69,869.00	\$89,268.00	\$81,058.00	4/10/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Economic Development Director	City Manager	\$73,787.00	\$106,725.00	\$90,529.00	5/1/2013
*Searched under job title "Mainstreet Manager"									
Brief Job Description:	Coordinates the downtown revitalization plan and programs with an effort to encourage the beautification of the downtown area and development of the public educational and cultural entitles located in the district. Education: Bachelor's Degree; Experience: 2 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
San Marcos	52,927	Alamo Region-San Antonio Area	1	Main Street Program Manager	Asst Director of Community Services	\$47,112.00	\$70,678.00	\$69,909.00	5/2/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Mainstreet Director	Asst. City Manager	\$49,515.00	\$71,611.00	\$68,127.00	5/1/2013
*Searched under job title "Executive Secretary"									
Brief Job Description:	Advanced secretarial work in support of a Department Director. Compose, prepare and review a variety of memorandums, correspondence, reports, affidavits, statements, public notices and documents. Handle confidential								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
San Marcos	52,927	Alamo Region-San Antonio Area	5	Administrative Coordinator		\$36,920.00	\$55,390.00	\$48,485.00	5/2/2013
Seguin	26,394	Alamo Region-San Antonio Area	2	Main Street Assistant	Main Street Director	\$30,081.00	\$43,487.00	\$43,055.00	5/1/2013
								Average of above positions = \$66,860.50	

Ernest Cruz									
Development Services Clerk				*Searched under job title "Development Services Director"					
Brief Job Description: Directs, plans, manages, and reviews the activities and operations of Development Services Department that may include Planning and Zoning, Neighborhood Development/CDBG, Housing Assistance and Historic Preservation. Presents reports and provides high-level assistance to a variety of commissions, committees, boards and the City Council. Directs the evaluation, selection and administration of outside contracts for Development Services activities. Education: Bachelor's Degree; Experience: 5 years of progressive responsibilities.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Fredericksburg	11,098	Alamo Region-San Antonio Area	1	Director of Development	City Manager	\$84,444.00	\$128,496.00	\$94,320.00	4/18/2013
San Marcos	52,927	Alamo Region-San Antonio Area	1	Director of Development	City Manager	\$93,288.00	\$139,942.00	\$114,171.00	5/2/2013
Schertz	31,465	Alamo Region-San Antonio Area	1	Development Service Director	City Manageme	\$70,454.00	\$92,962.00	\$74,026.00	9/24/2012
*Searched under job title "Plan Reviewer/Permits"									
Brief Job Description: Reviews plans of new construction, alterations and additions for compliance with City Code of Ordinances. Confers with and advise members of the general public, property owners, architects, engineers, developers, and others regarding building and construction policies, procedures and standards. Education: Associate's Degree; Experience: 2 years.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Kyle	26,103	Alamo Region-San Antonio Area	2	Building Permits Coordinator	Building Official	\$35,518.00	\$45,380.00	\$32,779.00	4/11/2013
New Braunfels	53,547	Alamo Region-San Antonio Area	2	Plans Examiner		\$38,902.00	\$54,458.00	\$43,382.00	5/4/2012
*Searched under job title "Clerk-Senior Level"									
Brief Job Description: Incumbent performs a variety of complicated tasks. Some subject matter knowledge and independent judgment and initiative is applied to complete assignments consisting of numerous steps that vary in nature and sequence. Selects from alternative methods and refers recommendations to supervisor. May direct and lead the work of others. Education: High School/GED diploma; Experience: 4 years.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	1	Customer Service	Accounting Supervisor	\$26,448.00	\$39,684.00	\$38,880.00	5/13/2013
Elmendorf	1,488	Alamo Region-San Antonio Area	1	Water Clerk / City Clerk	City Administrat	-	-	\$31,720.00	4/30/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	2	Coordinators	Directors	\$31,824.00	\$56,388.00	\$38,952.00	4/18/2013
Pleasanton	10,200	Alamo Region-San Antonio Area	5	Various-4 at City Hall, 1 PD Clerk	Dept. head	-	-	\$27,624.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	2	Administrative Assistant, Senior		\$31,886.00	\$47,840.00	\$39,915.50	5/2/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Permit Technician	Asst. Planning Director	\$25,900.00	\$37,444.00	\$28,904.00	5/1/2013
*Searched under job title "Planner - Journeyman"									
Brief Job Description: Develops and reviews plans and programs for utilization of land and physical facilities of cities, counties, and metropolitan areas. Provides technical planning and zoning assistance to the public and city departments. Education: Bachelor's Degree; Experience: 2 years.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Kyle	26,103	Alamo Region-San Antonio Area	1	Planning Technician	Director of Planning	\$39,697.00	\$50,719.00	\$45,915.00	4/11/2013
San Marcos	52,927	Alamo Region-San Antonio Area	3	Planner	Director of Development Services	\$40,706.00	\$61,048.00	\$43,742.00	5/3/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Asst. Director of Planning	Planning/Bl dg. Codes	\$52,047.00	\$75,274.00	\$56,085.00	5/1/2013
								Average of above positions =	\$50,743.96

Joshua Mair									
Animal Control/Public Works Supervisor				*Searched under job title "Animal Control Supervisor"					
Brief Job Description:	Supervises the personnel and operation functions of the Animal Control Unit to insure enforcement and administration of City Animal Control ordinances and regulations. Education: High School/GED diploma; Experience: 4 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Fredericksburg	11,098	Alamo Region-San Antonio Area	1	Animal Shelter Manager	Police Chief	\$28,884.00	\$42,048.00	\$32,088.00	4/18/2013
San Marcos	52,927	Alamo Region-San Antonio Area	1	Animal Control Supervisor	Animal Services Manager	\$36,920.00	\$55,390.00	\$42,369.00	5/2/2013
Schertz	31,465	Alamo Region-San Antonio Area	1	Animal Control Supervisor	Animal Control	\$47,413.00	\$62,561.00	\$50,814.00	9/24/2012
Seguin	26,394	Alamo Region-San Antonio Area	1	Animal Services Supervisor	Police Captain	\$42,628.00	\$61,660.00	\$47,816.00	5/1/2013
				*Searched under job title "Crewleader"					
Brief Job Description:	Leads and participates in the work of crew performing equipment operations, manual labor and semi-skilled tasks in City Public Works projects. Education: High School/GED diploma, Experience: 3 years experience.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Boerne	10,354	Alamo Region-San Antonio Area	7	Foreman (Crew Leader)	Dept Supervisor	\$35,637.00	\$54,039.00	\$37,720.00	4/23/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	5	Foreman (Crew Leader)	Superintendents	\$36,840.00	\$87,444.00	\$46,344.00	4/18/2013
Kerrville	22,821	Alamo Region-San Antonio Area	6	Crew Leader		\$31,795.36	\$44,797.16	\$35,769.07	6/1/2012
Pleasanton	10,200	Alamo Region-San Antonio Area	5	Foreman	Dept. Head	-	-	\$33,348.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	3	Streets Maintenance Crew Leader	street and Drainage Superintendent	\$35,173.00	\$52,749.00	\$43,526.00	5/2/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Crew Leader	Public Works	\$34,918.00	\$50,513.00	\$41,786.00	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	1	Public Works Foreman	Public Works Dir	\$26,208.00	\$31,452.00	\$32,907.72	8/8/2012
				*Searched under job title "Public Works Director"					
Brief Job Description:	Provides administrative direction for several major components of the municipality. Administers policies and programs for the municipal engineering, building inspection, planning, and major public works activities of the city. Provides leadership to city management in establishing policy for municipal maintenance and improvements. Education: Bachelor's Degree; Experience: 5 years of progressive responsibilities, including supervision and project management.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Boerne	10,354	Alamo Region-San Antonio Area	1	Public Works Director	Deputy City Manager	\$95,669.00	\$145,099.00	\$122,432.00	4/23/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	1	Public Works Director	City Manager	\$93,096.00	\$135,708.00	\$96,864.00	4/18/2013
Kyle	26,103	Alamo Region-San Antonio Area	1	Director of Public Works	Assistant City	\$83,568.00	\$106,770.00	\$92,384.00	4/10/2013
Pleasanton	10,200	Alamo Region-San Antonio Area	1	Public Works Director	City Manager	-	-	\$74,880.00	7/30/2011
Seguin	26,394	Alamo Region-San Antonio Area	1	Public Works Director	City EngiNer	\$49,515.00	\$71,611.00	\$68,120.00	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	1	Public Works Director	City Manager	\$53,736.00	\$77,376.00	\$57,987.00	8/8/2012
				*Searched under job title "Assistant Public Works Director"					
Brief Job Description:	Assists the Director of Public Works in the administration of all public works programs. Programs may include Engineering, Water Utilities, Sanitation, Streets, and Equipment Center (Garage) Divisions. Helps select, train and oversee staff. Education: Bachelor's Degree; Experience: 3 years, including supervision.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Fredericksburg	11,098	Alamo Region-San Antonio Area	1	Assistant Public Works Director	Public Works Dir.	\$72,960.00	\$110,952.00	\$73,428.00	4/18/2013
Kyle	26,103	Alamo Region-San Antonio Area	1	Public Works Superintendent	Director of Public Works	\$58,875.00	\$75,222.00	\$59,464.00	4/10/2013

*Searched under job title "Building Services Superintendant"									
Brief Job Description:	Plans, assigns and directs the operation and work of personnel engaged in the maintenance, repair, renovation and construction of new or existing city facilities (including heat/air, plumbing and electrical systems) by private companies or city personnel. Supervises custodial staff. Education: High School/GED diploma; Experience: 5 years of progressive responsibilities, including supervision.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
San Marcos	52,927	Alamo Region-San Antonio Area	1	Facilities Operations Manager	ASST. Director of Community Services-Parks & Rec	\$54,558.00	\$83,096.00	\$79,144.00	5/24/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Facilities Maintenance Manager	Asst. City Manager	\$47,106.00	\$68,127.00	\$67,789.00	5/1/2013
*Searched under job title "Field Supervisor"									
Brief Job Description:	Oversees the work of crews engaged in a trade or utilities maintenance activity. Responsible for hiring, firing, training, and discipline of crew. Education: High School/GED diploma; Experience: 3 years, including supervision.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
San Marcos	52,927	Alamo Region-San Antonio Area	1	Field Maintenance Supervisor	Water Distribution Manager	\$44,886.00	\$67,309.00	\$56,971.00	5/2/2013
*Searched under job title "Heavy Equipment Operator"									
Brief Job Description:	Responsible for the safe and efficient operation of heavy construction equipment such as front-end loaders, bulldozers, graders or heavy trenching machines. Education: High School/GED diploma; License/Certificate: Class A Driver's License; Experience: 2 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Fredericksburg	11,098	Alamo Region-San Antonio Area	7	Heavy Equipment Operator	Superintendent	\$27,516.00	\$53,652.00	\$38,592.00	4/18/2013
Kerrville	22,821	Alamo Region-San Antonio Area	5	Equipment Operator		\$26,201.12	\$36,668.46	\$26,848.64	6/1/2012
New Braunfels	53,547	Alamo Region-San Antonio Area	3	Equipment Operator II		\$28,925.00	\$40,492.00	\$34,423.33	5/4/2012
Pleasanton	10,200	Alamo Region-San Antonio Area	5	Heavy Equipment Operator	Dept. Superintendent	-	-	\$27,024.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	3	Street Equipment Operator I	Street Crew Leader	\$28,933.00	\$43,389.00	\$34,382.00	5/2/2013
Seguin	26,394	Alamo Region-San Antonio Area	3	Heavy Equipment Operator	Public Works Director	\$28,617.00	\$41,371.00	\$29,247.00	5/1/2013
*Searched under job title "Light Equipment Operator"									
Brief Job Description:	Responsible for the safe and efficient operation of light construction equipment that requires accurate performance of simple, routine and repetitive procedures for operation. Equipment may include tractors, mowers, and augers. Performs manual labor as necessary. Experience: 6 months.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	5	Equipment Operator	Public Works Crew Leader	\$24,492.00	\$36,744.00	\$27,480.00	5/13/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	5	Light Equipment Operator	Superintendent	\$24,960.00	\$36,360.00	\$30,384.00	4/18/2013
Pleasanton	10,200	Alamo Region-San Antonio Area	3	Light Equipment Operator	Dept. Head	-	-	\$29,340.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	3	Parks Maintenance Worker	Crew Leader	\$25,293.00	\$34,216.00	\$26,263.00	5/24/2013
Seguin	26,394	Alamo Region-San Antonio Area	7	Light Equipment Operator	Public Works Director	\$24,640.00	\$35,622.00	\$32,162.71	5/1/2013

*Searched under job title "Street Superintendent"									
Brief Job Description:	Provides overall administration and supervision for city's street maintenance and construction activities. Coordinates and supervises crews engaged in a variety of public works projects. Education: High School/GED diploma; training courses in street maintenance and construction, Experience: 5 years of progressive responsibilities, including supervision.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Boerne	10,354	Alamo Region-San Antonio Area	1	Street Superintendent	Public Wks Director	\$50,354.00	\$76,356.00	\$50,356.00	4/23/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	1	Street Superintendent	Dir of Public Works	\$51,852.00	\$75,468.00	\$54,456.00	4/18/2013
Ingram	1,794	Alamo Region-San Antonio Area	1	Street Coordinator	CITY ADMINISTRATOR	-	-	\$26,500.00	10/17/2011
Kyle	26,103	Alamo Region-San Antonio Area	1	Streets Foreman	Public Works Superintendent	\$41,462.00	\$52,974.00	\$45,608.00	4/10/2013
Pleasanton	10,200	Alamo Region-San Antonio Area	1	Street Superintendent	Public Works Dir	-	-	\$40,560.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	1	Street and Drainage Manager	Asst Director of Public Services-Transportati	\$60,133.00	\$90,210.00	\$61,339.00	5/24/2013
*Searched under job title "Parks Superintendent"									
Brief Job Description:	Directs and supervises maintenance and development activities on parks grounds, buildings, athletic facilities, and equipment. Education: Bachelor's Degree; Experience: 3 years of progressive responsibilities, including supervision.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Boerne	10,354	Alamo Region-San Antonio Area	1	Parks Superintendent	Parks & Rec Dir	\$64,408.00	\$97,742.00	\$74,755.00	4/23/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	1	Parks Superintendent	Dir of Parks & Recre	\$36,744.00	\$53,652.00	\$36,744.00	4/18/2013
Kyle	26,103	Alamo Region-San Antonio Area	1	Parks/Facilities Manager	Director of Public Works	\$37,692.00	\$48,157.00	\$48,399.00	4/10/2013
Pleasanton	10,200	Alamo Region-San Antonio Area	1	Parks Superintendent	Public Works Dir	-	-	\$51,996.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	1	Parks Operations Manager	ASST Director of Community	\$60,133.00	\$90,210.00	\$66,851.00	5/24/2013
*Searched under job title "Maintenance Worker - Parks"									
Brief Job Description:	Performs semi-skilled duties in parks including equipment operation and maintenance and minor repair of buildings, parks, recreational, and other facilities. Education: High school diploma/GED; Experience: up to one year of experience related to maintenance and repair of municipal streets, utilities, parks, or equivalent.)								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Kerrville	22,821	Alamo Region-San Antonio Area	5	Groundskeeper		\$23,775.50	\$33,281.33	\$25,043.20	6/1/2012
Pleasanton	10,200	Alamo Region-San Antonio Area	3	Parks Maintenance	Parks Superintendent	-	-	\$20,148.00	7/30/2011

*Searched under job title "Maintenance Worker - Streets"									
Brief Job Description:	Performs typically semi-skilled work in the maintenance and repair of streets, drainage ways, traffic signs, and gravel roads. Specific duties may include performing heavy physical labor including lifting, carrying heavy objects, shoveling, raking, and pushing asphalt; clearing and cleaning roadsides, gutters, culverts, and other drainage facilities; and participating in the removal, repair, and replacement of storm drainage pipes. Education: High school diploma/GED; Experience: up to one year of experience with trucks, light equipment and general maintenance. May require Class A or B driver's license.)								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Pleasanton	10,200	Alamo Region-San Antonio Area	2	Street Maintenance	Street Superintendent	-	-	\$22,104.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	1	Drainage Maintenance Equipment Operator I	Drainage Maintenance Crew Leader	\$28,933.00	\$43,389.00	\$34,944.00	5/2/2013
Average of above positions =								\$47,706.26	

Dustin Blaschke									
Animal Control Officer/Public Works Asst.				*Searched under job title "Animal Control Officer"					
Brief Job Description:	Enforces animal and rabies control and licensing permit regulations within the municipality. Impounds, treats and disposes of stray animals. Responds to public complaints concerning dead, injured or stray animals. Education: High School/GED diploma; Experience: None.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Boerne	10,354	Alamo Region-San Antonio Area	1	Animal Control Officer	Assistant City Manager	\$32,285.00	\$48,957.00	\$32,281.00	4/23/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	1	Animal Control Officer	Police Chief	\$28,884.00	\$42,048.00	\$39,096.00	4/18/2013
New Braunfels	53,547	Alamo Region-San Antonio Area	3	Animal Control Officer		\$28,995.00	\$37,960.00	\$30,990.00	5/4/2012
Pleasanton	10,200	Alamo Region-San Antonio Area	2	Animal Control Officer	Police Chief	-	-	\$29,448.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	3	Animal Control Officer	Animal Control Supervisor	\$28,933.00	\$43,389.00	\$33,301.00	5/2/2013
Schertz	31,465	Alamo Region-San Antonio Area	3	Animal Control Officer	Animal Control	\$28,333.00	\$37,385.00	\$28,053.00	9/24/2012
Seguin	26,394	Alamo Region-San Antonio Area	2	Animal Services Officer	Animal Control Supervisor	\$33,219.00	\$48,055.00	\$33,219.00	5/1/2013
*Searched under job title "Heavy Equipment Operator"									
Brief Job Description:	Responsible for the safe and efficient operation of heavy construction equipment such as front-end loaders, bulldozers, graders or heavy trenching machines. Education: High School/GED diploma; License/Certificate: Class A Driver's License; Experience: 2 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Fredericksburg	11,098	Alamo Region-San Antonio Area	7	Heavy Eqpt. Operator	Superintendent	\$27,516.00	\$53,652.00	\$38,592.00	4/18/2013
Kerrville	22,821	Alamo Region-San Antonio Area	5	Equipment Operator		\$26,201.12	\$36,668.46	\$26,848.64	6/1/2012
New Braunfels	53,547	Alamo Region-San Antonio Area	3	Equipment Operator II		\$28,925.00	\$40,492.00	\$34,423.33	5/4/2012
Pleasanton	10,200	Alamo Region-San Antonio Area	5	Heavy Equipment Operator	Dept. Superintendent	-	-	\$27,024.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	3	Street Equipment Operator I	Street Crew Leader	\$28,933.00	\$43,389.00	\$34,382.00	5/2/2013
Seguin	26,394	Alamo Region-San Antonio Area	3	Heavy Eqpt. Operator	Pbl Works Director	\$28,617.00	\$41,371.00	\$29,247.00	5/1/2013
*Searched under job title "Light Equipment Operator"									
Brief Job Description:	Responsible for the safe and efficient operation of light construction equipment that requires accurate performance of simple, routine and repetitive procedures for operation. Equipment may include tractors, mowers, and augers. Performs								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	5	Equipment Operator	Public Works Crew	\$24,492.00	\$36,744.00	\$27,480.00	5/13/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	5	Light Equipment Operator	Superintendent	\$24,960.00	\$36,360.00	\$30,384.00	4/18/2013
Pleasanton	10,200	Alamo Region-San Antonio Area	3	Light Equipment Operator	Dept. Head	-	-	\$29,340.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	3	Parks Maintenance Worker	Parks Crew Leader	\$25,293.00	\$34,216.00	\$26,263.00	5/24/2013
Seguin	26,394	Alamo Region-San Antonio Area	7	Light Equipment Operator	Public Works Dir	\$24,640.00	\$35,622.00	\$32,162.71	5/1/2013

*Searched under job title "Building Maintenance Technician"									
Brief Job Description:	Performs skilled and unskilled repairs and maintenance on public buildings involving HVAC, electrical, plumbing or carpentry. Operates, maintains and repairs a variety of mechanical tools and equipment such as power saws, power sanders, drills, air compressors, paint sprayers, sewer augers, and various hand tools required for carpentry, plumbing, and maintenance skills. Education: High School/GED diploma; Experience: 1 year.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Boerne	10,354	Alamo Region-San Antonio Area	1	Building Maintenance	Facility/Em er Op Mgr	\$35,637.00	\$54,039.00	\$35,630.00	4/23/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	1	Building and Grounds Maintenance	Director of Parks and Recreation	\$24,960.00	\$36,360.00	\$26,016.00	4/18/2013
Seguin	26,394	Alamo Region-San Antonio Area	2	Building Maintenance Technician	Asst. Facilities Super	\$27,225.00	\$39,538.00	\$32,733.00	5/1/2013
*Searched under job title "Laborer"									
Brief Job Description:	Under immediate supervision, completes manual labor following basic routines in the construction, repair and maintenance of city services, facilities and grounds. Experience: 3 months.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	13	Maintenance Worker	Public Works Super	\$22,680.00	\$34,020.00	\$24,732.00	5/13/2013
Boerne	10,354	Alamo Region-San Antonio Area	32	Service Worker	Dept Supv/Crew Ldr	\$25,498.00	\$44,352.00	\$32,285.00	4/23/2013
Elmendorf	1,488	Alamo Region-San Antonio Area	1	Maintenance Worker	City Administrator	-	-	\$30,160.00	4/30/2013
Bulverde	4,630	Alamo Region-San Antonio Area	1	Laborer		-	-	\$26,565.00	9/5/2012
Fredericksburg	11,098	Alamo Region-San Antonio Area	16	Laborer	Superintendent	\$24,960.00	\$51,120.00	\$29,124.00	4/18/2013
Kerrville	22,821	Alamo Region-San Antonio Area	6	Maintenance Worker		\$23,774.00	\$33,281.33	\$25,341.33	6/1/2012
Seguin	26,394	Alamo Region-San Antonio Area	9	Service Worker	Maintenance Supervisor	\$23,441.00	\$33,883.00	\$25,399.11	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	4	Public Works/Utility Serviceman	Public Works Supervisor	\$21,288.00	\$30,528.00	\$25,860.00	8/8/2012
*Searched under job title "Maintenance Worker - Parks"									
Brief Job Description:	Performs semi-skilled duties in parks including equipment operation and maintenance and minor repair of buildings, parks, recreational, and other facilities. Education: High school diploma/GED; Experience: up to one year of experience								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Kerrville	22,821	Alamo Region-San Antonio Area	5	Groundskeeper		\$23,775.50	\$33,281.33	\$25,043.20	6/1/2012
Pleasanton	10,200	Alamo Region-San Antonio Area	3	Parks Maintenance	Parks Superinten	-	-	\$20,148.00	7/30/2011
*Searched under job title "Maintenance Worker - Streets"									
Brief Job Description:	Performs typically semi-skilled work in the maintenance and repair of streets, drainage ways, traffic signs, and gravel roads. Specific duties may include performing heavy physical labor including lifting, carrying heavy objects, shoveling,								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Pleasanton	10,200	Alamo Region-San Antonio Area	2	Street Maintenance	Street Superintendent	-	-	\$22,104.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	1	Drainage Maintenance Equipment	Drainage Maintenance Crew	\$28,933.00	\$43,389.00	\$34,944.00	5/2/2013
								Average of above positions =	\$29,655.13

Judy Henckel									
Court Clerk / HR Manager									
*Searched under job title "Personnel/Human Resources Director"									
Brief Job Description: Provides leadership and direction to the personnel practices of the municipality. Administers major programs in the areas of recruiting, compensation, benefits, payroll, employee records, performance reviews, employee relations and communications. Education: Bachelors Degree; Experience: 5 years of progressive responsibilities, including supervision and project management.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	1	Interim Human Resources Manager	City Manager	\$52,882.00	\$79,332.00	\$35,006.00	5/16/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	1	Human Resources Manager	City Manager	\$47,040.00	\$68,484.00	\$60,000.00	4/18/2013
Kyle	26,103	Alamo Region-San Antonio Area	1	Director of Human Resources	City Manager	\$79,125.00	\$101,094.00	\$86,247.00	4/10/2013
New Berlin	483	Alamo Region-San Antonio Area	1	HR/OD Director	Assistant City Manager	-	-	\$99,728.00	5/20/2013
San Marcos	52,927	Alamo Region-San Antonio Area	1	Director of Human Resources	Assistant City Manager	\$93,288.00	\$139,942.00	\$109,658.00	5/3/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Human Resource Director	City Manager	\$77,560.00	\$112,183.00	\$106,725.00	5/1/2013
*Searched under job title "HR Benefits Specialist"									
Brief Job Description: Researches, collects and analyzes data for benefit decision making purposes. Advises employees and management on the interpretation of benefit policies, programs and procedures. Assures that programs are carried out in accordance with established policies and procedures. Education: Bachelor's Degree; Experience: 2 years.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
San Marcos	52,927	Alamo Region-San Antonio Area	1	Benefits Manager	Assistant Director of Human Resources	\$51,958.00	\$77,938.00	\$58,488.00	5/2/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Payroll/BeNfit Coord.	Human Resources Director	\$34,918.00	\$50,513.00	\$47,578.00	5/1/2013
*Searched under job title "HR Compensation Specialist"									
Brief Job Description: Researches, collects and analyzes data for compensation decision making purposes. Advises employees and management on the interpretation of compensation policies, programs and procedures. Assures that programs are carried out in accordance with established policies and procedures. Education: Bachelor's Degree; Experience: 2 years.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Kyle	26,103	Alamo Region-San Antonio Area	1	HR Assistant	Director of Human Resources	\$31,947.00	\$40,818.00	\$33,267.00	4/11/2013
*Searched under job title "HR Employment Specialist"									
Brief Job Description: Specialist in employee relations. Advises employees and management on the interpretation of city policies, Collects and evaluates information for employment decision making purposes. Advises applicants and management on the interpretation of employment policies, programs and procedures. Assures that programs are carried out in accordance with established policies and procedures. Education: Bachelor's Degree; Experience: 2 years.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Seguin	26,394	Alamo Region-San Antonio Area	1	Recruitment Coordinator	Human Resources Director	\$34,918.00	\$50,513.00	\$48,779.00	5/1/2013
*Searched under job title "Personnel Generalist - Senior"									
Brief Job Description: Directs and performs a variety of complex analysis and planning activities in support of personnel functions, including employment, benefits, wage and salary administration and Equal Employment Opportunity (EEO). Education: High School/GED diploma; Experience: 4 years.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Kyle	26,103	Alamo Region-San Antonio Area	1	HR Generalist	Director of Human Resources	\$33,272.00	\$46,826.00	\$41,100.00	4/10/2013

*Searched under job title "Court Administrator/Court Director/Court Manager"									
Brief Job Description:	Manage the non-judicial functions of the Municipal Court, including staffing and direct supervision of nonjudicial court personnel. Statutes refer to position as The Clerk of the Court. Design and implement policies and procedures and administer the day to day operations of the court including budget and financial analysis. Make recommendations for purchases, capital items and additional court personnel. Maintain information technology resources and various automated court information and management systems. Research, compile, evaluate and analyze the court statistical data and required reports. Education: Bachelors Degree in a related field or experience equivalent; License/Certification: Level III Certified Municipal Court Clerk preferred; Experience: 5 years supervisory in a related field.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Kerrville	22,821	Alamo Region-San Antonio Area	1	Municipal Court Administrator		\$46,895.42	\$65,644.85	\$52,208.00	6/1/2012
Kyle	26,103	Alamo Region-San Antonio Area	1	Court Administrator	Director of Finance	\$41,751.00	\$53,343.00	\$47,224.00	4/10/2013
San Marcos	52,927	Alamo Region-San Antonio Area	1	Municipal Court Administrator/Court Clerk	Municipal Court Judge	\$60,133.00	\$90,210.00	\$82,763.00	5/2/2013
*Searched under job title "Court Clerk Senior"									
Brief Job Description:	Responsible for assisting the court administrator/manager/director with the administration and operations of the Municipal Court. Work involves the supervision of some or all court support staff, and includes the exercise of judgment within established guidelines and policies. Participates in all phases of the courts clerical and legal activities as required. Assists in making recommendations for development and implementation of programs, policies and procedures to improve efficiency and increase productivity of court operations. Education: Associates degree in a related field or experience equivalent; License/Certification: Level II Court Clerk Certification preferred, Experience: 2 years supervisory in a related field.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
San Marcos	52,927	Alamo Region-San Antonio Area	1	Chief Deputy Court Clerk/Super	Municipal Court Admin	\$31,886.00	\$47,840.00	\$44,486.00	5/2/2013
								Average of above positions =	\$63,550.47

Andrea Ybanez, Karen Coe									
Deputy Court Clerk									
*Searched under job title "Court Clerk - Deputy"									
Brief Job Description:	Responsible for assisting with the daily operations of the municipal court requiring a specialized knowledge of court operations and municipal court law while possessing strong organizational and basic accounting skills. Responsibilities may include but are not limited to: processing citations, collecting fines and fees, scheduling hearings, court dates, and trials, maintaining the warrant database, preparing court dockets, jury charges and summons, assisting with the preparation of complaints, appeals, case transfers, judgments, corresponding with defendants and attorneys, serving as courtroom clerk, data entry and reporting convictions to DPS. Education: High School Diploma/GED; License/Certification: Level I Court Clerk Certification preferred; Experience: 1 year in related field.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Kerrville	22,821	Alamo Region-San Antonio Area	2	Municipal Court Deputy Clerk		\$27,477.00	\$38,482.22	\$27,476.80	6/1/2012
Kyle	26,103	Alamo Region-San Antonio Area	3	Municipal Court Clerk	Court Administrat	\$27,816.00	\$35,539.00	\$28,624.00	4/11/2013
New Braunfels	53,547	Alamo Region-San Antonio Area	4	Deputy Court Clerk		\$25,421.00	\$34,393.00	\$29,063.00	5/4/2012
San Marcos	52,927	Alamo Region-San Antonio Area	4	Deputy Municipal Court	Municipal Court	\$27,560.00	\$41,330.00	\$34,674.00	5/2/2013
Schertz	31,465	Alamo Region-San Antonio Area	3	Court Clerk - Deputy	Court	\$28,333.00	\$37,385.00	\$28,431.00	9/24/2012
								\$29,653.76	

Felisha Novan									
HR Administrative Assistant				*Searched under job title "Administrative Assistant"					
Brief Job Description: Provides administrative support to a major department for coordinating and performing administrative activities; preparation of reports and studies, collection and organizing information, analyzing administrative processes and procedures. Education: High School/GED diploma; Experience:4 years.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	1	Administrative Assistant	Accounting Supervisor, Fire Chief	\$28,572.00	\$42,852.00	\$31,200.00	5/13/2013
Boerne	10,354	Alamo Region-San Antonio Area	2	Administrative Assistant II	Dept Supervisor	\$35,637.00	\$54,039.00	\$38,376.00	4/23/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	4	Administrative Assistant	Director	\$26,208.00	\$56,388.00	\$35,460.00	4/18/2013
Kerrville	22,821	Alamo Region-San Antonio Area	1	Administrative Assistant		\$31,795.36	\$44,797.16	\$34,361.60	6/1/2012
New Braunfels	53,547	Alamo Region-San Antonio Area	6	Administrative Assistant		\$31,929.00	\$46,696.00	\$36,106.17	5/4/2012
San Marcos	52,927	Alamo Region-San Antonio Area	3	Administrative Assistant, Sr.		\$31,886.00	\$47,840.00	\$39,915.00	5/1/2013
Schertz	31,465	Alamo Region-San Antonio Area	2	Administrative Assistant	Clerical/Secretarial	\$31,908.00	\$42,102.00	\$31,592.00	9/24/2012
Seguin	26,394	Alamo Region-San Antonio Area	3	Office Supervisor/Police	Police Chief	\$33,219.00	\$48,055.00	\$43,373.00	5/1/2013
*Searched under job title "Court Clerk - Deputy"									
Brief Job Description: Responsible for assisting with the daily operations of the municipal court requiring a specialized knowledge of court operations and municipal court law while possessing strong organizational and basic accounting skills. Responsibilities may include but are not limited to: processing citations, collecting fines and fees, scheduling hearings, court dates, and trials, maintaining the warrant database, preparing court dockets, jury charges and summons, assisting with the preparation of complaints, appeals, case transfers, judgments, corresponding with defendants and attorneys, serving as courtroom clerk, data entry and reporting convictions to DPS. Education: High School Diploma/GED; License/Certification: Level I Court Clerk Certification preferred; Experience: 1 year in related field.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Kerrville	22,821	Alamo Region-San Antonio Area	2	Municipal Court Deputy Clerk		\$27,477.00	\$38,482.22	\$27,476.80	6/1/2012
Kyle	26,103	Alamo Region-San Antonio Area	3	Municipal Court Clerk	Court Administrator	\$27,816.00	\$35,539.00	\$28,624.00	4/11/2013
New Braunfels	53,547	Alamo Region-San Antonio Area	4	Deputy Court Clerk		\$25,421.00	\$34,393.00	\$29,063.00	5/4/2012
San Marcos	52,927	Alamo Region-San Antonio Area	4	Deputy Municipal Court	Municipal Court	\$27,560.00	\$41,330.00	\$34,674.00	5/2/2013
Schertz	31,465	Alamo Region-San Antonio Area	3	Court Clerk - Deputy	Court	\$28,333.00	\$37,385.00	\$28,431.00	9/24/2012
*Searched under job title "Personnel Generalist - Journeyman"									
Brief Job Description: Performs a variety of activities in the support of Human Resource functions including employment, benefits, compensation and records. Advises employees and management on the interpretation of city policies, programs and procedures. Assures that programs are carried out in accordance with established policies and procedures. Education: High School/GED diploma; Experience: 2 years .									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Shavano Park	3,035	Alamo Region-San Antonio Area	1	Finance/HR Clerk	Finance Director	\$26,484.00	\$38,136.00	\$31,366.44	8/8/2012
*Searched under job title "Secretary - Entry Level"									
Brief Job Description: Performs basic secretarial functions. Composes and types routine correspondence; prepares and maintains records and documents required by the department or city; compiles and summarizes data for reports. Answers phones and directs calls and visitors. Education: High School/GED diploma; Experience: None; Typing: 35 wpm.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
San Marcos	52,927	Alamo Region-San Antonio Area	2	Administrative Clerk		\$24,981.00	\$37,482.00	\$31,200.00	5/24/2013

*Searched under job title "Clerk - Entry Level"									
Brief Job Description:	Incumbent follows a few clearly detailed procedures in performing simple, repetitive tasks in the same sequence, such as: data entry; filing pre-coded documents in a chronological order; distributing materials; compiling routine reports; and greeting visitors. Little or no subject matter knowledge is required. Education: High School/GED diploma; Experience: None.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Bulverde	4,630	Alamo Region-San Antonio Area	3	Clerk		-	-	\$28,700.00	9/5/2012
Kyle	26,103	Alamo Region-San Antonio Area	1	Public Works Clerk	Director of Public Works	\$28,149.00	\$35,965.00	\$29,063.00	4/11/2013
San Marcos	52,927	Alamo Region-San Antonio Area	2	Administrative Clerk		\$24,981.00	\$37,482.00	\$31,200.00	5/2/2013
*Searched under job title "HR Benefits Specialist"									
Brief Job Description:	Researches, collects and analyzes data for benefit decision making purposes. Advises employees and management on the interpretation of benefit policies, programs and procedures. Assures that programs are carried out in accordance with established policies and procedures. Education: Bachelor's Degree; Experience: 2 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
San Marcos	52,927	Alamo Region-San Antonio Area	1	Benefits Manager	Ast Director of HR	\$51,958.00	\$77,938.00	\$58,488.00	5/2/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Payroll/BeNfit Coord.	HR Director	\$34,918.00	\$50,513.00	\$47,578.00	5/1/2013
*Searched under job title "HR Compensation Specialist"									
Brief Job Description:	Researches, collects and analyzes data for compensation decision making purposes. Advises employees and management on the interpretation of compensation policies, programs and procedures. Assures that programs are carried out in accordance with established policies and procedures. Education: Bachelor's Degree; Experience: 2 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Kyle	26,103	Alamo Region-San Antonio Area	1	HR Assistant	Director of HR	\$31,947.00	\$40,818.00	\$33,267.00	4/11/2013
*Searched under job title "HR Employment Specialist"									
Brief Job Description:	Specialist in employee relations. Advises employees and management on the interpretation of city policies, Collects and evaluates information for employment decision making purposes. Advises applicants and management on the interpretation of employment policies, programs and procedures. Assures that programs are carried out in accordance with established policies and procedures. Education: Bachelor's Degree; Experience: 2 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Seguin	26,394	Alamo Region-San Antonio Area	1	Recruitment Coordinator	HR Director	\$34,918.00	\$50,513.00	\$48,779.00	5/1/2013
								Average of above positions =	\$35,377.00

Becky Rylant									
Dispatch Supervisor				*Searched under job title "911 Dispatch Supervisor"					
Brief Job Description:		Manages personnel and resources for the successful operation of a 911-dispatch system (including multi-line telephones, E911 and/or computer-aided dispatch systems(CAD)). Interviews, selects, supervises, trains, and evaluates 911 dispatchers (public safety communication operators). Education: High School/GED diploma; Experience: 2 years; Typing Skill: 40 wpm.							
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	1	Communications Supervisor	Police Chief	\$41,976.00	\$62,964.00	\$39,972.00	5/13/2013
Boerne	10,354	Alamo Region-San Antonio Area	1	Communications Supervisor	Asst Chief of Police	\$58,396.00	\$88,549.00	\$69,409.00	4/23/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	1	Dispatcher Super	Director of Emergency	\$30,312.00	\$44,184.00	\$35,160.00	4/18/2013
Kyle	26,103	Alamo Region-San Antonio Area	1	Support Services	Chief of Police	\$40,929.00	\$52,294.00	\$53,821.00	4/10/2013
New Braunfels	53,547	Alamo Region-San Antonio Area	1	Supervisor 911 Center		\$37,027.00	\$51,833.00	\$42,226.00	5/4/2012
San Marcos	52,927	Alamo Region-San Antonio Area	3	Emergency Communications Operator, Sr.	Emergency Communications Mgr.	\$38,771.00	\$58,157.00	\$50,086.00	5/1/2013
Schertz	31,465	Alamo Region-San Antonio Area	1	911 Dispatch Supervisor	Emergency Response	\$43,803.00	\$57,797.00	\$53,924.00	9/24/2012
Seguin	26,394	Alamo Region-San Antonio Area	1	Telecommunications Supervisor	Deputy Police Chief	\$56,774.00	\$72,488.00	\$57,346.00	5/1/2013
								\$50,243.00	
Julie Shaw									
Assistant Dispatch Supervisor				*Searched under job title "911 Dispatch Supervisor"					
Brief Job Description:		Manages personnel and resources for the successful operation of a 911-dispatch system (including multi-line telephones, E911 and/or computer-aided dispatch systems(CAD)). Interviews, selects, supervises, trains, and evaluates 911 dispatchers (public safety communication operators). Education: High School/GED diploma; Experience: 2 years; Typing Skill: 40 wpm.							
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	1	Communications Supervisor	Police Chief	\$41,976.00	\$62,964.00	\$39,972.00	5/13/2013
Boerne	10,354	Alamo Region-San Antonio Area	1	Communications Supervisor	Asst Chief of Police	\$58,396.00	\$88,549.00	\$69,409.00	4/23/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	1	Emergency Services	Director of Emergency	\$30,312.00	\$44,184.00	\$35,160.00	4/18/2013
Kyle	26,103	Alamo Region-San Antonio Area	1	Support Services Manager	Chief of Police	\$40,929.00	\$52,294.00	\$53,821.00	4/10/2013
New Braunfels	53,547	Alamo Region-San Antonio Area	1	Supervisor 911 Center		\$37,027.00	\$51,833.00	\$42,226.00	5/4/2012
San Marcos	52,927	Alamo Region-San Antonio Area	3	Emergency Communications	Police Records and	\$38,771.00	\$58,157.00	\$50,086.00	5/1/2013
Schertz	31,465	Alamo Region-San Antonio Area	1	911 Dispatch Supervisor	Emergency Response	\$43,803.00	\$57,797.00	\$53,924.00	9/24/2012
Seguin	26,394	Alamo Region-San Antonio Area	1	Telecommunications Supervisor	Deputy Police Chief	\$56,774.00	\$72,488.00	\$57,346.00	5/1/2013

*Searched under job title "911 Dispatcher"									
Brief Job Description:	Receives requests for police, fire, and emergency medical services via multi-line telephones, including E911 lines and computer-aided dispatch (CAD); dispatches public safety units; operates various telecommunications equipment; simultaneously attends to telephone and radio traffic while inputting and extracting data from computer systems. May prepare reports and maintain files. Education: High School/GED diploma; Experience: None; Typing Skill: 30 wpm.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	8	Dispatcher	Dispatch Supervisor	\$26,448.00	\$39,684.00	\$33,684.00	5/13/2013
Boerne	10,354	Alamo Region-San Antonio Area	9	Dispatcher	Communications	\$33,920.00	\$514,735.00	\$37,956.00	4/23/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	3	Emergency Services	Dispatch Supervisor	\$30,312.00	\$44,184.00	\$27,804.00	4/18/2013
Kerrville	22,821	Alamo Region-San Antonio Area	10	Telecommunications Specialist		\$30,255.10	\$36,809.95	\$32,034.08	6/1/2012
New Braunfels	53,547	Alamo Region-San Antonio Area	10	Emergency Dispatcher		\$31,929.00	\$44,696.00	\$32,654.10	5/4/2012
Pleasanton	10,200	Alamo Region-San Antonio Area	5	Dispatcher	Police Chief	-	-	\$25,944.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	17	Emergency Communications	Emergency Communication	\$31,886.00	\$47,840.00	\$38,209.00	5/1/2013
Schertz	31,465	Alamo Region-San Antonio Area	9	911 Dispatcher	Emergency Response	\$28,333.00	\$37,385.00	\$30,125.00	9/24/2012
Seguin	26,394	Alamo Region-San Antonio Area	11	Telecommunications Operator	Telecommunications Supervisor	\$34,151.00	\$45,826.00	\$36,071.36	5/1/2013
								Average of above positions =	\$40,966.21
<u>Marcia Anthony, Cristina Lopez, Ashley Suarez, Erica Villasenor</u>									
Dispatcher									
*Searched under job title "911 Dispatcher"									
Brief Job Description:	Receives requests for police, fire, and emergency medical services via multi-line telephones, including E911 lines and computer-aided dispatch (CAD); dispatches public safety units; operates various telecommunications equipment; simultaneously attends to telephone and radio traffic while inputting and extracting data from computer systems. May prepare reports and maintain files. Education: High School/GED diploma; Experience: None; Typing Skill: 30 wpm.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	8	Dispatcher	Dispatch Supervisor	\$26,448.00	\$39,684.00	\$33,684.00	5/13/2013
Boerne	10,354	Alamo Region-San Antonio Area	9	Dispatcher	Communications	\$33,920.00	\$514,735.00	\$37,956.00	4/23/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	3	Emergency Services	Dispatch Supervisor	\$30,312.00	\$44,184.00	\$27,804.00	4/18/2013
Kerrville	22,821	Alamo Region-San Antonio Area	10	Telecommunications Specialist		\$30,255.10	\$36,809.95	\$32,034.08	6/1/2012
New Braunfels	53,547	Alamo Region-San Antonio Area	10	Emergency Dispatcher		\$31,929.00	\$44,696.00	\$32,654.10	5/4/2012
Pleasanton	10,200	Alamo Region-San Antonio Area	5	Dispatcher	Police Chief	-	-	\$25,944.00	7/30/2011
San Antonio	1,351,305	Alamo Region-San Antonio Area	21	Police Communications		\$32,260.00	\$43,764.00	\$38,490.05	2/24/2012
San Marcos	52,927	Alamo Region-San Antonio Area	17	Emergency Communications	Emergency Communication	\$31,886.00	\$47,840.00	\$38,209.00	5/1/2013
Schertz	31,465	Alamo Region-San Antonio Area	9	911 Dispatcher	Emergency Response	\$28,333.00	\$37,385.00	\$30,125.00	9/24/2012
Seguin	26,394	Alamo Region-San Antonio Area	11	Telecommunications Operator	Telecommunications	\$34,151.00	\$45,826.00	\$36,071.36	5/1/2013
								\$33,297.16	

Frank Fontanes									
Warrant Officer									
*Searched under job title "Warrant Officer"									
Brief Job Description:	Acts as officer of the court by processing and serving legal papers, and acting as bailiff during court proceedings. Education: High School/GED diploma; Experience: 1 year.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
New Braunfels	53,547	Alamo Region-San Antonio Area	2	Warrant Officer		\$31,929.00	\$44,696.00	\$21,999.00	5/4/2012
San Marcos	52,927	Alamo Region-San Antonio Area	1	Deputy Marshal	Municipal Court	\$29,286.00	\$39,624.00	\$46,862.00	10/25/2011
*Searched under job title "City Marshal"									
Brief Job Description:	Serves warrants and writes out of Municipal Court and performs duties as bailiff during court sessions. Possesses thorough knowledge of the principles and laws of arrest, the Texas Penal Code and the Code of Criminal Procedure. Education: Associate's Degree; License/Certification: TECLOSE Certification; Experience: 6 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Kerrville	22,821	Alamo Region-San Antonio Area	1	City Marshal		\$36,777.72	\$51,484.44	\$39,603.20	6/1/2012
San Marcos	52,927	Alamo Region-San Antonio Area	1	Deputy Marshal		\$38,771.00	\$58,157.00	\$48,984.00	5/2/2013
Schertz	31,465	Alamo Region-San Antonio Area	1	City Marshal	Court	\$70,454.00	\$92,962.00	\$75,506.00	9/24/2012
*Searched under job title "Police Private"									
Brief Job Description:	Entry-level crime prevention and law enforcement responsibilities for the conduct of routine patrols, preliminary investigations, and traffic control duties in a designated area during an assigned shift. Education: High School/GED diploma, License/Certification: TCLEOSE certification; Experience: 1 year.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	11	Police Officer	Sergeant	\$38,868.00	\$58,308.00	\$36,228.00	5/13/2013
Boerne	10,354	Alamo Region-San Antonio Area	13	Police Officer	Police Sergeant	\$43,420.00	\$65,841.00	\$47,237.00	4/23/2013
Bulverde	4,630	Alamo Region-San Antonio Area	9	Police Officer		-	-	\$40,971.00	9/5/2012
Fredericksburg	11,098	Alamo Region-San Antonio Area	18	Patrol Officer	Police Sergeant	\$42,660.00	\$62,100.00	\$47,268.00	4/18/2013
Kerrville	22,821	Alamo Region-San Antonio Area	18	Patrol Officer		\$38,081.44	\$41,188.88	\$39,279.64	6/1/2012
New Braunfels	53,547	Alamo Region-San Antonio Area	60	Police Officer		\$45,081.00	\$52,504.00	\$49,827.65	5/4/2012
Pleasanton	10,200	Alamo Region-San Antonio Area	9	Patrol Officer	Asst Police Chief	-	-	\$34,308.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	58	Police Officer	Police Sergeant	\$45,789.00	\$61,380.00	\$59,550.00	5/3/2013
Seguin	26,394	Alamo Region-San Antonio Area	27	Police Officer	Police Sergeant	\$41,691.00	\$55,938.00	\$46,856.07	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	5	Police Officer	Police Chief	\$33,504.00	\$48,240.00	\$35,400.00	8/8/2012
Average of above positions =								\$44,658.64	

Tiffany Cruz									
Executive Secretary									
*Searched under job title "Executive Secretary"									
Brief Job Description:	Advanced secretarial work in support of a Department Director. Compose, prepare and review a variety of memorandums, correspondence, reports, affidavits, statements, public notices and documents. Handle confidential information. Participate in annual department budget preparation and administration including assistance with monitoring and controlling expenditures. May monitor and coordinate the work of clerical staff. Education: High School/GED diploma; Experience: 4 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
San Marcos	52,927	Alamo Region-San Antonio Area	5	Administrative Coordinator		\$36,920.00	\$55,390.00	\$48,485.00	5/2/2013
Seguin	26,394	Alamo Region-San Antonio Area	2	Main Street Assistant	Main Street Director	\$30,081.00	\$43,487.00	\$43,055.00	5/1/2013
*Searched under job title "Clerk-Senior Level"									
Brief Job Description:	Incumbent performs a variety of complicated tasks. Some subject matter knowledge and independent judgment and initiative is applied to complete assignments consisting of numerous steps that vary in nature and sequence. Selects from alternative methods and refers recommendations to supervisor. May direct and lead the work of others. Education: High School/GED diploma; Experience: 4 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	1	Customer Service Representative	Accounting Supervisor	\$26,448.00	\$39,684.00	\$38,880.00	5/13/2013
Elmendorf	1,488	Alamo Region-San Antonio Area	1	Water Clerk / City Clerk	City Administrator	-	-	\$31,720.00	4/30/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	2	Coordinators	Directors	\$31,824.00	\$56,388.00	\$38,952.00	4/18/2013
Pleasanton	10,200	Alamo Region-San Antonio Area	5	Various-4 at City Hall, 1 PD Clerk	Dept. head	-	-	\$27,624.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	2	Administrative Assistant, Senior		\$31,886.00	\$47,840.00	\$39,915.50	5/2/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Permit Technician	Asst. Planning Director	\$25,900.00	\$37,444.00	\$28,904.00	5/1/2013
*Searched under job title "Police Records Manager"									
Brief Job Description:	Plan, direct, coordinate and control computer system software/hardware in the Records Section of the Police Department. Supervises Police Records supervisors and Data Entry clerks. Education: High School/GED diploma; Experience: 3 years, including supervision.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
San Marcos	52,927	Alamo Region-San Antonio Area	1	Police Records and Emergency Comm Mgr.	Assistant Chief of Police	\$51,958.00	\$77,938.00	\$75,545.00	5/3/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Senior Records Clerk	Police Lieutenant	\$30,081.00	\$43,487.00	\$42,628.00	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	1	Police Secretary	Police Chief	\$26,484.00	\$38,136.00	\$33,267.48	8/8/2012
Average of above positions =								\$40,816.00	

Rob Hunley									
Police Chief									
*Searched under job title "Police Chief"									
Brief Job Description:	Top-level responsibility for planning, directing and controlling all police department activities within the city. Provides overall direction for police department staff. Establishes departmental policies, procedures and regulations. Education: Bachelor's Degree; License/Certification: Intermediate Peace Officer License, TCLEOSE certification; Experience: 8 years of progressive responsibilities, including supervision.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	1	Police Chief	City Manager	\$61,681.00	\$92,522.00	\$81,318.00	5/13/2013
Boerne	10,354	Alamo Region-San Antonio Area	1	Police Chief	City Manager	\$95,689.00	\$145,099.00	\$108,264.00	4/23/2013
Elmendorf	1,488	Alamo Region-San Antonio Area	1	Police Chief	City Administrat	-	-	\$41,600.00	4/30/2013
Bulverde	4,630	Alamo Region-San Antonio Area	1	Police Chief		-	-	\$69,683.00	9/5/2012
Fredericksburg	11,098	Alamo Region-San Antonio Area	1	Police Chief	City Manager	\$88,668.00	\$134,928.00	\$108,012.00	4/18/2013
Ingram	1,794	Alamo Region-San Antonio Area	1	Marshal		-	-	\$47,476.00	10/17/2011
Kerrville	22,821	Alamo Region-San Antonio Area	1	Police Chief		\$76,265.16	\$110,573.50	\$97,697.60	6/1/2012
Kyle	26,103	Alamo Region-San Antonio Area	1	Chief of Police	Assistant City	\$90,243.00	\$115,299.00	\$93,150.00	4/10/2013
Nixon	2,246	Alamo Region-San Antonio Area	1	Police Chief	City Manager	-	-	\$125,664.00	5/20/2013
Pleasanton	10,200	Alamo Region-San Antonio Area	1	Police Chief	City Manager	-	-	\$72,780.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	1	Police Chief	City Manager	\$97,968.00	\$146,952.00	\$124,592.00	5/3/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Police Chief	City Manager	\$81,527.00	\$117,920.00	\$112,183.00	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	1	Police Chief	City Manager	\$58,932.00	\$84,864.00	\$59,875.20	8/8/2012
								\$87,868.83	

Elliot Rodriguez, Anthony Burgess									
Police Lieutenant									
*Searched under job title "Police Lieutenant"									
Brief Job Description: Provides supervision to a major police activity, such as Patrol, Detective of Juveniles, during an assigned shift. Advises and instructs subordinate officers in the methods to be followed. Education: Requires High School/GED diploma; License/Certification: Intermediate Peace Officer License, TCLEOSE certification; Experience: 4 years.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	2	Administrative Police Lieutenant	Police Chief	\$57,112.00	\$85,668.00	\$64,000.00	5/13/2013
Boerne	10,354	Alamo Region-San Antonio Area	1	Police Lieutenant	Chief of Police	\$74,752.00	\$113,361.00	\$78,503.00	4/23/2013
Bulverde	4,630	Alamo Region-San Antonio Area	1	Police Lieutenant		-	-	\$54,014.00	9/5/2012
Fredericksburg	11,098	Alamo Region-San Antonio Area	3	Police Lieutenant	Police Chief	\$57,168.00	\$83,268.00	\$80,544.00	4/18/2013
Ingram	1,794	Alamo Region-San Antonio Area	3	Deputy Marshal	Marshal	-	-	\$35,456.00	10/17/2011
Kerrville	22,821	Alamo Region-San Antonio Area	2	Lieutenant		\$57,622.70	\$59,927.61	\$58,775.21	6/1/2012
New Braunfels	53,547	Alamo Region-San Antonio Area	5	Police Lieutenant		\$70,680.00	\$74,548.00	\$71,453.60	5/4/2012
Pleasanton	10,200	Alamo Region-San Antonio Area	1	Police Lieutenant	Asst. Police Chf	-	-	\$54,372.00	7/30/2011
Seguin	26,394	Alamo Region-San Antonio Area	3	Lieutenant/CID	Deputy Chief	\$59,678.00	\$76,211.00	\$67,039.00	5/1/2013
*Searched under job title "Police Captain"									
Brief Job Description: Provides senior level supervision and administration of a major department of the police department, such as: Special Services, Patrol or Inspection. Organizes, plans, supervises, coordinates activities and prepares budgets for assigned department. Education: School/GED diploma; License/Certification: Intermediate Peace Officer License, TCLEOSE certification; Experience: 6 years of progressive responsibilities, including supervision.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Kerrville	22,821	Alamo Region-San Antonio Area	2	Police Captain		\$59,810.24	\$86,710.64	\$78,436.80	6/1/2012
Pleasanton	10,200	Alamo Region-San Antonio Area	1	Captain	Police Cheif	-	-	\$59,568.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	3	Police Commander		-	-	\$81,456.00	5/3/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Police Captain	Deputy Chief	\$64,635.00	\$82,539.00	\$75,462.00	5/1/2013
*Searched under job title "Police Deputy Chief"									
Brief Job Description: Manages multiple departments. Organizes, plans, supervises, coordinates activities and prepares budgets. Recommends disciplinary actions, analyzes police problems and formulates solutions. Education: High School/GED diploma; Certification: Intermediate Peace Officer License, TCLEOSE Certification; Experience: 7 years of progressive responsibilities, including supervision.									
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
San Marcos	52,927	Alamo Region-San Antonio Area	2	Assistant Chief of Police	Chief of Police	-	-	\$95,701.00	5/3/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Deputy Chief	Police Chief	\$66,782.00	\$96,593.00	\$91,894.00	5/1/2013
								Average of above positions =	\$69,778.31

Kevin Bryan, Donnie Palacios, James Ridgeway, Chuck Fleckenstein									
Police Sergeant									
*Searched under job title "Police Sergeant"									
Brief Job Description:	Provides technical assistance and supervision to a small number of assigned police officers. Journeyman level responsibility for providing leadership and participating in work of assigned officers engaged in general patrol or specialized police work during an assigned shift. Education: High School/GED diploma; License/Certification: Intermediate Peace Officer License, TCLEOSE certification ; Experience: 2 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	4	Police Sergeant	Police Lt.	\$48,960.00	\$73,452.00	\$53,616.00	5/13/2013
Boerne	10,354	Alamo Region-San Antonio Area	4	Police Sergeant	Asst Chief of Police	\$58,396.00	\$88,549.00	\$68,308.00	4/23/2013
Elmendorf	1,488	Alamo Region-San Antonio Area	2	Police Officer	Police Chief	-	-	\$31,200.00	4/30/2013
Bulverde	4,630	Alamo Region-San Antonio Area	2	Police Sergeant		-	-	\$47,860.50	9/5/2012
Fredericksburg	11,098	Alamo Region-San Antonio Area	5	Police Sergeant	Police Lieutenant	\$51,852.00	\$75,468.00	\$56,064.00	4/18/2013
Kerrville	22,821	Alamo Region-San Antonio Area	7	Sergeant		\$49,254.00	\$51,226.37	\$50,383.54	6/1/2012
New Braunfels	53,547	Alamo Region-San Antonio Area	11	Police Sergeant		\$62,388.00	\$67,842.00	\$63,592.45	5/4/2012
Pleasanton	10,200	Alamo Region-San Antonio Area	5	Police Sergeant	Asst Police Chief	-	-	\$42,984.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	12	Police Sergeant	Police Commander	-	-	\$72,728.00	5/3/2013
Seguin	26,394	Alamo Region-San Antonio Area	6	Sergeant-Patrol	Police Sergeant	\$56,774.00	\$72,488.00	\$61,709.00	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	4	Police Sergeant	Police Chief	\$38,592.00	\$55,572.00	\$39,456.00	8/8/2012
								\$53,445.59	
Gregory Gonzales									
Police Detective									
*Searched under job title "Police Investigator"									
Brief Job Description:	Investigates criminal offenses, securing sufficient evidence to file cases and effect arrests. Education: High School/GED diploma; License/Certification: Intermediate Peace Officer License, TCLEOSE certification. Experience: 2 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	2	Police Corporal	Admin. Lieutenant	\$45,336.00	\$68,004.00	\$52,500.00	5/13/2013
Boerne	10,354	Alamo Region-San Antonio Area	3	Police Detective	Chief of Police	\$43,420.00	\$65,841.00	\$59,550.00	4/23/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	2	Police Detective	Police Chief	\$44,808.00	\$75,468.00	\$59,256.00	4/18/2013
Ingram	1,794	Alamo Region-San Antonio Area	1	Investigator	Marshal	-	-	\$38,546.00	10/17/2011
Pleasanton	10,200	Alamo Region-San Antonio Area	1	Police Investigator	Police Lieutenant	-	-	\$48,144.00	7/30/2011
Schertz	31,465	Alamo Region-San Antonio Area	2	Police Investigator	Police	\$40,467.00	\$53,395.00	\$42,527.00	9/24/2012
Seguin	26,394	Alamo Region-San Antonio Area	7	Detective	Detective-Sergeant	\$43,775.00	\$58,735.00	\$50,250.57	5/1/2013
								\$50,110.51	

Robert Higgins, Steven Ortiz, Joseph Sparacello

Police Corporal *Searched under job title "Police Sergeant"

Brief Job Description: Provides technical assistance and supervision to a small number of assigned police officers. Journeyman level responsibility for providing leadership and participating in work of assigned officers engaged in general patrol or specialized police work during an assigned shift. Education: High School/GED diploma; License/Certification: Intermediate Peace Officer License, TCLEOSE certification ; Experience: 2 years.

Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	4	Police Sergeant	Police Lt.	\$48,960.00	\$73,452.00	\$53,616.00	5/13/2013
Boerne	10,354	Alamo Region-San Antonio Area	4	Police Sergeant	Asst Chief of Police	\$58,396.00	\$88,549.00	\$68,308.00	4/23/2013
Elmendorf	1,488	Alamo Region-San Antonio Area	2	Police Officer	Police Chief	-	-	\$31,200.00	4/30/2013
Bulverde	4,630	Alamo Region-San Antonio Area	2	Police Sergeant		-	-	\$47,860.50	9/5/2012
Fredericksburg	11,098	Alamo Region-San Antonio Area	5	Police Sergeant	Police Lieutenant	\$51,852.00	\$75,468.00	\$56,064.00	4/18/2013
Kerrville	22,821	Alamo Region-San Antonio Area	7	Sergeant		\$49,254.00	\$51,226.37	\$50,383.54	6/1/2012
New Braunfels	53,547	Alamo Region-San Antonio Area	11	Police Sergeant		\$62,388.00	\$67,842.00	\$63,592.45	5/4/2012
Pleasanton	10,200	Alamo Region-San Antonio Area	5	Police Sergeant	Asst Police Chief	-	-	\$42,984.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	12	Police Sergeant	Police Commander	-	-	\$72,728.00	5/3/2013
Seguin	26,394	Alamo Region-San Antonio Area	6	Sergeant-Patrol	Police Sergeant	\$56,774.00	\$72,488.00	\$61,709.00	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	4	Police Sergeant	Police Chief	\$38,592.00	\$55,572.00	\$39,456.00	8/8/2012

***Searched under job title "Police Private"**

Brief Job Description: Entry-level crime prevention and law enforcement responsibilities for the conduct of routine patrols, preliminary investigations, and traffic control duties in a designated area during an assigned shift. Education: High School/GED diploma, License/Certification: TCLEOSE certification; Experience: 1 year.

Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	11	Police Officer	Sergeant	\$38,868.00	\$58,308.00	\$36,228.00	5/13/2013
Boerne	10,354	Alamo Region-San Antonio Area	13	Police Officer	Police Sergeant	\$43,420.00	\$65,841.00	\$47,237.00	4/23/2013
Bulverde	4,630	Alamo Region-San Antonio Area	9	Police Officer		-	-	\$40,971.00	9/5/2012
Fredericksburg	11,098	Alamo Region-San Antonio Area	18	Patrol Officer	Police Sergeant	\$42,660.00	\$62,100.00	\$47,268.00	4/18/2013
Kerrville	22,821	Alamo Region-San Antonio Area	18	Patrol Officer		\$38,081.44	\$41,188.88	\$39,279.64	6/1/2012
New Braunfels	53,547	Alamo Region-San Antonio Area	60	Police Officer		\$45,081.00	\$52,504.00	\$49,827.65	5/4/2012
Pleasanton	10,200	Alamo Region-San Antonio Area	9	Patrol Officer	Asst Police Chief	-	-	\$34,308.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	58	Police Officer	Police Sergeant	\$45,789.00	\$61,380.00	\$59,550.00	5/3/2013
Seguin	26,394	Alamo Region-San Antonio Area	27	Police Officer	Police Sergeant	\$41,691.00	\$55,938.00	\$46,856.07	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	5	Police Officer	Police Chief	\$33,504.00	\$48,240.00	\$35,400.00	8/8/2012

Average of above positions = \$48,801.28

Christopher Holt, Steven Marlette, Duane McGuire, Jeremy Miner, Eric Noble, Jeremy Perez, Robert Trevino, Miles Wolfington, Rodolfo Zapata

Patrol Officer *Searched under job title "Police Private"

Brief Job Description: Entry-level crime prevention and law enforcement responsibilities for the conduct of routine patrols, preliminary investigations, and traffic control duties in a designated area during an assigned shift. Education: High School/GED diploma, License/Certification: TCLEOSE certification; Experience: 1 year.

Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	11	Police Officer	Sergeant	\$38,868.00	\$58,308.00	\$36,228.00	5/13/2013
Boerne	10,354	Alamo Region-San Antonio Area	13	Police Officer	Police Sergeant	\$43,420.00	\$65,841.00	\$47,237.00	4/23/2013
Bulverde	4,630	Alamo Region-San Antonio Area	9	Police Officer		-	-	\$40,971.00	9/5/2012
Fredericksburg	11,098	Alamo Region-San Antonio Area	18	Patrol Officer	Police Sergeant	\$42,660.00	\$62,100.00	\$47,268.00	4/18/2013
Kerrville	22,821	Alamo Region-San Antonio Area	18	Patrol Officer		\$38,081.44	\$41,188.88	\$39,279.64	6/1/2012
New Braunfels	53,547	Alamo Region-San Antonio Area	60	Police Officer		\$45,081.00	\$52,504.00	\$49,827.65	5/4/2012
Pleasanton	10,200	Alamo Region-San Antonio Area	9	Patrol Officer	Asst Police Chief	-	-	\$34,308.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	58	Police Officer	Police Sergeant	\$45,789.00	\$61,380.00	\$59,550.00	5/3/2013
Seguin	26,394	Alamo Region-San Antonio Area	27	Police Officer	Police Sergeant	\$41,691.00	\$55,938.00	\$46,856.07	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	5	Police Officer	Police Chief	\$33,504.00	\$48,240.00	\$35,400.00	8/8/2012
								\$43,692.54	

Walton Daugherty

Fire Chief *Searched under job title "Fire Chief"

Brief Job Description: Supervises the planning, operation and administration of fire fighting, emergency medical services, fire inspections, loss prevention, life safety, and fire service activities in the city. Provides overall direction for a staff of firefighters, technicians, and administrative employees. Establishes policies, procedures and regulations. Develops annual budget and controls expenditures. Education: High School/GED diploma; Experience: 8 years of progressive responsibilities, including supervision and project management.

Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	1	Fire Chief	City Manager	\$61,681.00	\$92,522.00	\$81,317.00	5/13/2013
New Braunfels	53,547	Alamo Region-San Antonio Area	1	Fire Chief		\$67,500.00	\$136,500.00	\$96,600.00	5/4/2012
San Marcos	52,927	Alamo Region-San Antonio Area	1	Fire Chief	City Manager	\$97,968.00	\$146,952.00	\$122,033.00	5/2/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Fire Chief	City Manager	\$81,527.00	\$117,920.00	\$108,867.00	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	1	Fire Chief	City Manager	\$58,932.00	\$84,864.00	\$71,339.64	8/8/2012
								Average of above positions = \$96,031.33	

Unfilled Position									
Fire Dept. Administrative Assistant				*Searched under job title "Administrative Assistant"					
Brief Job Description:	Provides administrative support to a major department for coordinating and performing administrative activities; preparation of reports and studies, collection and organizing information, analyzing administrative processes and procedures. Education: High School/GED diploma; Experience:4 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	1	Administrative Assistant	Accounting Supervisor, Fire Chief	\$28,572.00	\$42,852.00	\$31,200.00	5/13/2013
Boerne	10,354	Alamo Region-San Antonio Area	2	Administrative Assistant II	Dept Supervisor	\$35,637.00	\$54,039.00	\$38,376.00	4/23/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	4	Administrative Assistant	Director	\$26,208.00	\$56,388.00	\$35,460.00	4/18/2013
Kerrville	22,821	Alamo Region-San Antonio Area	1	Administrative Assistant		\$31,795.36	\$44,797.16	\$34,361.60	6/1/2012
New Braunfels	53,547	Alamo Region-San Antonio Area	6	Administrative Assistant		\$31,929.00	\$46,696.00	\$36,106.17	5/4/2012
San Marcos	52,927	Alamo Region-San Antonio Area	3	Administrative Assistant, Sr.		\$31,886.00	\$47,840.00	\$39,915.00	5/1/2013
Schertz	31,465	Alamo Region-San Antonio Area	2	Administrative Assistant	Clerical/Secretarial	\$31,908.00	\$42,102.00	\$31,592.00	9/24/2012
Seguin	26,394	Alamo Region-San Antonio Area	3	Office Supervisor/Police	Police Chief	\$33,219.00	\$48,055.00	\$43,373.00	5/1/2013
*Searched under job title "Executive Secretary"									
Brief Job Description:	Advanced secretarial work in support of a Department Director. Compose, prepare and review a variety of memorandums, correspondence, reports, affidavits, statements, public notices and documents. Handle confidential information. Participate in annual department budget preparation and administration including assistance with monitoring and controlling expenditures. May monitor and coordinate the work of clerical staff. Education: High School/GED diploma; Experience: 4 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
San Marcos	52,927	Alamo Region-San Antonio Area	5	Administrative Coordinator		\$36,920.00	\$55,390.00	\$48,485.00	5/2/2013
Seguin	26,394	Alamo Region-San Antonio Area	2	Main Street Assistant	Main Street Director	\$30,081.00	\$43,487.00	\$43,055.00	5/1/2013
*Searched under job title "Clerk-Senior Level"									
Brief Job Description:	Incumbent performs a variety of complicated tasks. Some subject matter knowledge and independent judgment and initiative is applied to complete assignments consisting of numerous steps that vary in nature and sequence. Selects from alternative methods and refers recommendations to supervisor. May direct and lead the work of others. Education: High School/GED diploma; Experience: 4 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	1	Customer Service	Accounting Supervisor	\$26,448.00	\$39,684.00	\$38,880.00	5/13/2013
Elmendorf	1,488	Alamo Region-San Antonio Area	1	Water Clerk / City Clerk	City Administrat	-	-	\$31,720.00	4/30/2013
Fredericksburg	11,098	Alamo Region-San Antonio Area	2	Coordinators	Directors	\$31,824.00	\$56,388.00	\$38,952.00	4/18/2013
Pleasanton	10,200	Alamo Region-San Antonio Area	5	Various-4 at City Hall, 1 PD Clerk	Dept. head	-	-	\$27,624.00	7/30/2011
San Marcos	52,927	Alamo Region-San Antonio Area	2	Administrative Assistant, Senior		\$31,886.00	\$47,840.00	\$39,915.50	5/2/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Permit Technician	Asst. Planning	\$25,900.00	\$37,444.00	\$28,904.00	5/1/2013

*Searched under job title "Secretary - Journeyman Level"									
Brief Job Description:	Performs clerical work and minor administrative and business duties to relieve officials of administrative details. Compiles and summarizes data for reports. Schedules appointments and makes reservations. Performs duties using some independent judgment. Education: High School/GED diploma; Experience: 2 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Boerne	10,354	Alamo Region-San Antonio Area	1	Administrative Clerk II	Asst. City Manager	\$35,637.00	\$54,039.00	\$38,376.00	4/23/2013
Kyle	26,103	Alamo Region-San Antonio Area	1	Public Works Secretary	Director of P.W.	\$33,903.00	\$43,317.00	\$38,128.00	4/11/2013
San Marcos	52,927	Alamo Region-San Antonio Area	10	Administrative Assistant		\$30,368.00	\$45,573.00	\$38,938.00	5/24/2013
Seguin	26,394	Alamo Region-San Antonio Area	4	Administrative Technician	Office Supervisor	\$27,225.00	\$39,358.00	\$31,829.00	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	1	P.W. / Utility Office Manager	P.W. Director	\$30,300.00	\$43,632.00	\$37,340.16	8/8/2012
								Average of above positions =	\$36,787.16
Richard Wall									
Senior Fire Captain									
*Searched under job title "Assistant Fire Chief"									
Brief Job Description:	Supervises and directs operations for all stations, personnel, and equipment of the municipality's fire department. Provides direction and supervision for a staff of firefighters, technicians and administrative employees. Education: High School/GED diploma; License/Certification: Advanced Firefighter Certification; Experience: 7 years of progressive responsibilities, including supervision.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	2	Assistant Fire Chief	Fire Chief	\$57,112.00	\$85,668.00	\$65,281.00	5/13/2013
San Marcos	52,927	Alamo Region-San Antonio Area	2	Assistant Fire Chief	Fire Chief	\$92,939.00	\$98,599.00	\$98,599.00	5/2/2013
Schertz	31,465	Alamo Region-San Antonio Area	1	Assistant Fire Chief	Fire	\$70,454.00	\$92,962.00	\$72,574.00	9/24/2012
*Searched under job title "Emergency Management Director"									
Brief Job Description:	Coordinates and manages the emergency preparedness program. Updates and maintains the emergency preparedness and response Master Emergency Operations Plan (MEOP). Ensures the establishment and maintenance of an Emergency Operations Center (EOC), including operational readiness of weather radar monitoring capability. Education: Bachelor's Degree; Experience: 3 years of progressive responsibilities, including supervision.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Fredericksburg	11,098	Alamo Region-San Antonio Area	1	Emergency Director	City Manager	\$63,036.00	\$91,776.00	\$75,048.00	4/18/2013
San Marcos	52,927	Alamo Region-San Antonio Area	1	Fire Marshal	Director of Devel	\$66,310.00	\$99,466.00	\$96,470.00	5/2/2013
*Searched under job title "Fire Captain"									
Brief Job Description:	Supervises and coordinates activities of firefighters within assigned area, and directs fire fighting and rescue activities. Ensures proper maintenance of equipment and facilities. Participates in the development and administration of the budget; forecast funds needed for staffing, equipment, materials and supplies; monitor and approve expenditures for assigned area of responsibility. Education: High School/GED diploma; License/Certification: Advanced Firefighter Certification; Experience: 6 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	3	Fire Captain	Assistant Fire Chief	\$45,336.00	\$68,004.00	\$48,384.00	5/13/2013
New Braunfels	53,547	Alamo Region-San Antonio Area	3	Fire Captain		\$63,698.00	\$69,267.00	\$64,881.67	5/4/2012
San Marcos	52,927	Alamo Region-San Antonio Area	17	Fire Captain	Fire Battalion Chief	\$67,390.00	\$75,848.00	\$72,418.00	5/2/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	3	Fire Captiain/Paramedic	Fire Chief	\$43,200.00	\$59,916.00	\$51,840.00	8/8/2012

*Searched under job title "Fire Training Officer"									
Brief Job Description:	Supervises and coordinates fire fighting and rescue training activities. Ensures proper maintenance and use of equipment and facilities. Education: High School diploma; Experience: 4 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	1	Fire Training Officer-Division Chief	Fire Chief	\$45,348.00	\$68,016.00	\$51,852.00	5/13/2013
								Average of above positions =	\$69,734.77
Norman Haynes									
Fire Captain assigned to Fire Marshal's Office *Searched under job title "Fire Marshal"									
Brief Job Description:	Supervises and directs citywide fire prevention and public relations programs. Investigates fire, property damage and life loss or jeopardy. Inspects business and public buildings to ensure adherence to fire regulations. Directs, trains, and monitors all fire/loss prevention activities. Education: High School/GED diploma; License/Certification: Advanced Firefighter Certification; Experience: 4 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Boerne	10,354	Alamo Region-San Antonio Area	1	Fire Marshal	City Manager	\$71,150.00	\$93,032.00	\$72,889.00	4/23/2013
Bulverde	4,630	Alamo Region-San Antonio Area	1	Fire Marshal		-	-	\$52,574.00	9/5/2012
Fredericksburg	11,098	Alamo Region-San Antonio Area	1	Fire Marshal	City Manager	\$51,852.00	\$75,468.00	\$48,180.00	4/18/2013
San Marcos	52,927	Alamo Region-San Antonio Area	1	Fire Marshal	Director of Development Services	\$66,310.00	\$99,466.00	\$96,470.00	5/2/2013
Seguin	26,394	Alamo Region-San Antonio Area	1	Fire Marshal	Fire Chief	\$52,434.00	\$67,284.00	\$56,226.00	5/1/2013
*Searched under job title "Fire Captain"									
Brief Job Description:	Supervises and coordinates activities of firefighters within assigned area, and directs fire fighting and rescue activities. Ensures proper maintenance of equipment and facilities. Participates in the development and administration of the budget; forecast funds needed for staffing, equipment, materials and supplies; monitor and approve expenditures for assigned area of responsibility. Education: High School/GED diploma; License/Certification: Advanced Firefighter Certification; Experience: 6 years.								
Alamo Heights	7,438	Alamo Region-San Antonio Area	3	Fire Captain	Assistant Fire Chief	\$45,336.00	\$68,004.00	\$48,384.00	5/13/2013
New Braunfels	53,547	Alamo Region-San Antonio Area	3	Fire Captain		\$63,698.00	\$69,267.00	\$64,881.67	5/4/2012
San Marcos	52,927	Alamo Region-San Antonio Area	17	Fire Captain	Fire Battalion Chief	\$67,390.00	\$75,848.00	\$72,418.00	5/2/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	3	Fire Captain/Paramedic	Fire Chief	\$43,200.00	\$59,916.00	\$51,840.00	8/8/2012
*Searched under job title "Fire Training Officer"									
Brief Job Description:	Supervises and coordinates fire fighting and rescue training activities. Ensures proper maintenance and use of equipment and facilities. Education: High School diploma; Experience: 4 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	1	Fire Training Officer-Division Chief	Fire Chief	\$45,348.00	\$68,016.00	\$51,852.00	5/13/2013
								Average of above positions =	\$61,571.47

Jack Quipp, Garett Daugherty, Carl Hudson									
Fire Captain									
*Searched under job title "Fire Captain"									
Brief Job Description:	Supervises and coordinates activities of firefighters within assigned area, and directs fire fighting and rescue activities. Ensures proper maintenance of equipment and facilities. Participates in the development and administration of the budget; forecast funds needed for staffing, equipment, materials and supplies; monitor and approve expenditures for assigned area of responsibility. Education: High School/GED diploma; License/Certification: Advanced Firefighter Certification; Experience: 6 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	3	Fire Captain	Assistant Fire Chief	\$45,336.00	\$68,004.00	\$48,384.00	5/13/2013
New Braunfels	53,547	Alamo Region-San Antonio Area	3	Fire Captain		\$63,698.00	\$69,267.00	\$64,881.67	5/4/2012
San Marcos	52,927	Alamo Region-San Antonio Area	17	Fire Captain	Fire Battalion Chief	\$67,390.00	\$75,848.00	\$72,418.00	5/2/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	3	Fire Captain/Paramedic	Fire Chief	\$43,200.00	\$59,916.00	\$51,840.00	8/8/2012
*Searched under job title "Fire Lieutenant"									
Brief Job Description:	Assists in supervision and coordinates the activities of a company of firefighters on an assigned shift. Trains firefighters. Provides basic emergency aid at accident scenes. Education: High School/GED diploma; License/Certification: Intermediate Firefighter Certification; Experience: 4 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Seguin	26,394	Alamo Region-San Antonio Area	6	Fire Lieutenant	Battalion Chief	\$56,774.00	\$72,488.00	\$60,708.50	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	3	Fire Lieutenant	Fire Captain	\$36,504.00	\$52,560.00	\$39,060.00	8/8/2012
*Searched under job title "Fire Training Officer"									
Brief Job Description:	Supervises and coordinates fire fighting and rescue training activities. Ensures proper maintenance and use of equipment and facilities. Education: High School diploma; Experience: 4 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	1	Fire Training Officer-Division Chief	Fire Chief	\$45,348.00	\$68,016.00	\$51,852.00	5/13/2013
								Average of above positions =	\$55,592.02

Chad McCune, Kevin Risner									
Firefighter - EMT B									
*Searched under job title "Fire Private"									
Brief Job Description:	Journeyman level responsibility for performing fire prevention, fire fighting and rescue work. Performs duties within well-established guidelines. Education: High School/GED diploma; License/Certification: Basic Firefighter Certification; Experience: 1 year.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
New Braunfels	53,547	Alamo Region-San Antonio Area	48	Firefighter		\$40,841.00	\$47,566.00	\$44,953.83	5/4/2012
San Marcos	52,927	Alamo Region-San Antonio Area	24	Fire Fighter	Fire Captain	\$42,948.00	\$54,892.00	\$47,341.00	5/2/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	6	Firefighter/EMT	Fire Chief	\$32,052.00	\$49,536.00	\$33,060.00	8/8/2012
*Searched under job title "Fire Apparatus Operator"									
Brief Job Description:	Journeyman level responsibility for performing general fire fighting and rescue services. Operates/drives fire trucks and equipment to incident scene. Activities include laying and connecting hoses, maintaining pumping apparatus, holding nozzles and directing water streams or other chemicals and raising and climbing ladders. Education: High School/GED diploma; License/Certification: Intermediate Firefighter Certification; Experience: 2 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Fredericksburg	11,098	Alamo Region-San Antonio Area	3	Fire Apparatus Operator	Emergency Svcs. Dir.	\$37,188.00	\$54,180.00	\$41,280.00	4/18/2013
San Marcos	52,927	Alamo Region-San Antonio Area	17	Fire Engineer	Fire Captain	\$57,636.00	\$62,981.00	\$61,394.00	5/2/2013
*Searched under job title "Paramedic or EMT Firefighter"									
Brief Job Description:	Performs a wide variety of technical tasks in support of fire suppression, prevention and emergency rescue operations. Performs search and rescue for trapped or injured persons. Provides necessary medical care including the use of defibrillators, breathing apparatus, as well as administering drugs and intravenous solutions. Provides careful transportation of patients to medical care facilities. Education: High School/GED diploma; License/Certification: Paramedic or EMT Certification, Firefighter Certification; Experience: None.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	17	Firefighter/EMS	Fire Lt.	\$35,988.00	\$53,988.00	\$37,920.00	5/13/2013
Seguin	26,394	Alamo Region-San Antonio Area	29	Firefighter/Paramedic	Lieutenant	\$41,691.00	\$55,938.00	\$43,807.69	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	3	Firefighter Paramedic	Fire Captain	\$37,248.00	\$54,732.00	\$38,856.00	8/8/2012
								Average of above positions =	\$43,576.57

Jeffrey Dauer, Abraham Fribourg, Raymond Ramirez, Samuel Richards, Donald Richardson									
Firefighter - EMT I									
*Searched under job title "Fire Apparatus Operator"									
Brief Job Description:	Journeyman level responsibility for performing general fire fighting and rescue services. Operates/drives fire trucks and equipment to incident scene. Activities include laying and connecting hoses, maintaining pumping apparatus, holding nozzles and directing water streams or other chemicals and raising and climbing ladders. Education: High School/GED diploma; License/Certification: Intermediate Firefighter Certification; Experience: 2 years.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Fredericksburg	11,098	Alamo Region-San Antonio Area	3	Fire Apparatus Operator	Emergency Svcs. Dir.	\$37,188.00	\$54,180.00	\$41,280.00	4/18/2013
San Marcos	52,927	Alamo Region-San Antonio Area	17	Fire Engineer	Fire Captain	\$57,636.00	\$62,981.00	\$61,394.00	5/2/2013
*Searched under job title "Paramedic or EMT Firefighter"									
Brief Job Description:	Performs a wide variety of technical tasks in support of fire suppression, prevention and emergency rescue operations. Performs search and rescue for trapped or injured persons. Provides necessary medical care including the use of defibrillators, breathing apparatus, as well as administering drugs and intravenous solutions. Provides careful transportation of patients to medical care facilities. Education: High School/GED diploma; License/Certification: Paramedic or EMT Certification, Firefighter Certification; Experience: None.								
Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	17	Firefighter/EMS	Fire Lt.	\$35,988.00	\$53,988.00	\$37,920.00	5/13/2013
Seguin	26,394	Alamo Region-San Antonio Area	29	Firefighter/Paramedic	Lieutenant	\$41,691.00	\$55,938.00	\$43,807.69	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	3	Firefighter Paramedic	Fire Captain	\$37,248.00	\$54,732.00	\$38,856.00	8/8/2012
								Average of above positions =	\$44,651.54

Dustin Benke, Jason Bertie, Joshua Capps, John Eager, Richard Eldard, Adam Gibbs, Douglas Godfrey, David Herzig, Rowdy Johnson, Rodolfo Khalaf, Keaton Mattick, Aaron White

Firefighter EMT-P *Searched under job title "Fire Apparatus Operator"

Brief Job Description: Journeyman level responsibility for performing general fire fighting and rescue services. Operates/drives fire trucks and equipment to incident scene. Activities include laying and connecting hoses, maintaining pumping apparatus, holding nozzles and directing water streams or other chemicals and raising and climbing ladders. Education: High School/GED diploma; License/Certification: Intermediate Firefighter Certification; Experience: 2 years.

Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Fredericksburg	11,098	Alamo Region-San Antonio Area	3	Fire Apparatus Operator	Emergency Svcs. Dir.	\$37,188.00	\$54,180.00	\$41,280.00	4/18/2013
San Marcos	52,927	Alamo Region-San Antonio Area	17	Fire Engineer	Fire Captain	\$57,636.00	\$62,981.00	\$61,394.00	5/2/2013

*Searched under job title "Paramedic or EMT Firefighter"

Brief Job Description: Performs a wide variety of technical tasks in support of fire suppression, prevention and emergency rescue operations. Performs search and rescue for trapped or injured persons. Provides necessary medical care including the use of defibrillators, breathing apparatus, as well as administering drugs and intravenous solutions. Provides careful transportation of patients to medical care facilities. Education: High School/GED diploma; License/Certification: Paramedic or EMT Certification, Firefighter Certification; Experience: None.

Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Region-San Antonio Area	17	Firefighter/EMS	Fire Lt.	\$35,988.00	\$53,988.00	\$37,920.00	5/13/2013
Seguin	26,394	Alamo Region-San Antonio Area	29	Firefighter/Paramedic	Lieutenant	\$41,691.00	\$55,938.00	\$43,807.69	5/1/2013
Shavano Park	3,035	Alamo Region-San Antonio Area	3	Firefighter Paramedic	Fire Captain	\$37,248.00	\$54,732.00	\$38,856.00	8/8/2012

*Searched under job title "Paramedic (non firefighter)"

Brief Job Description: Protect lives and property through emergency medical service (EMS) duties and drives ambulance. Observes, records, and reports to physician the patient's condition and reaction to drugs, treatments, and significant incidents. Education: High School/GED diploma; License/Certification: Paramedic Certification. Experience: None.

Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Fredericksburg	11,098	Alamo Region-San Antonio Area	12	Paramedics	Emergency Svcs. Dir.	\$40,932.00	\$65,748.00	\$51,996.00	4/18/2013

Average of above positions = **\$45,875.62**

Joi Shumaker

Fire Nurse - EMT *Searched under job title "Paramedic (non firefighter)"

Brief Job Description: Protect lives and property through emergency medical service (EMS) duties and drives ambulance. Observes, records, and reports to physician the patient's condition and reaction to drugs, treatments, and significant incidents. Education: High School/GED diploma; License/Certification: Paramedic Certification. Experience: None.

Municipality	Population	Region	# of Emp.	Municipality's Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Fredericksburg	11,098	Alamo Region-San Antonio Area	12	Paramedics	Emergency Svcs. Dir.	\$40,932.00	\$65,748.00	\$51,996.00	4/18/2013

\$51,996.00

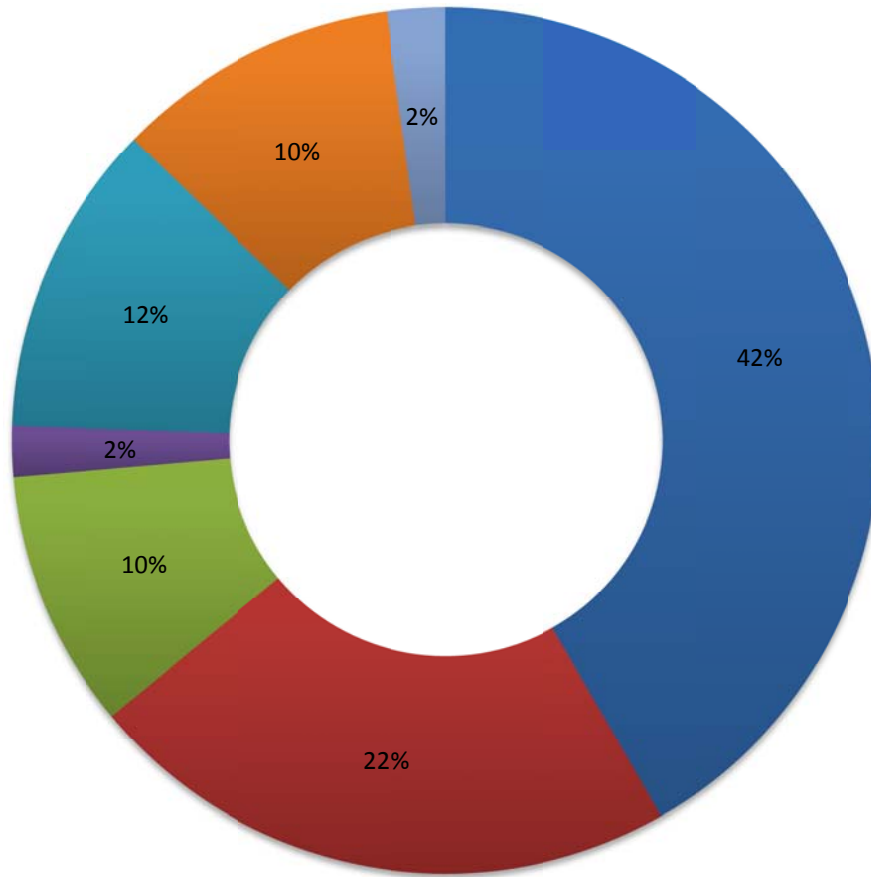
Adopted FYE 2014 Salary and Benefits Table (See attachment)



GENERAL FUND BUDGET

FYE 2014 General Fund Projected Revenues

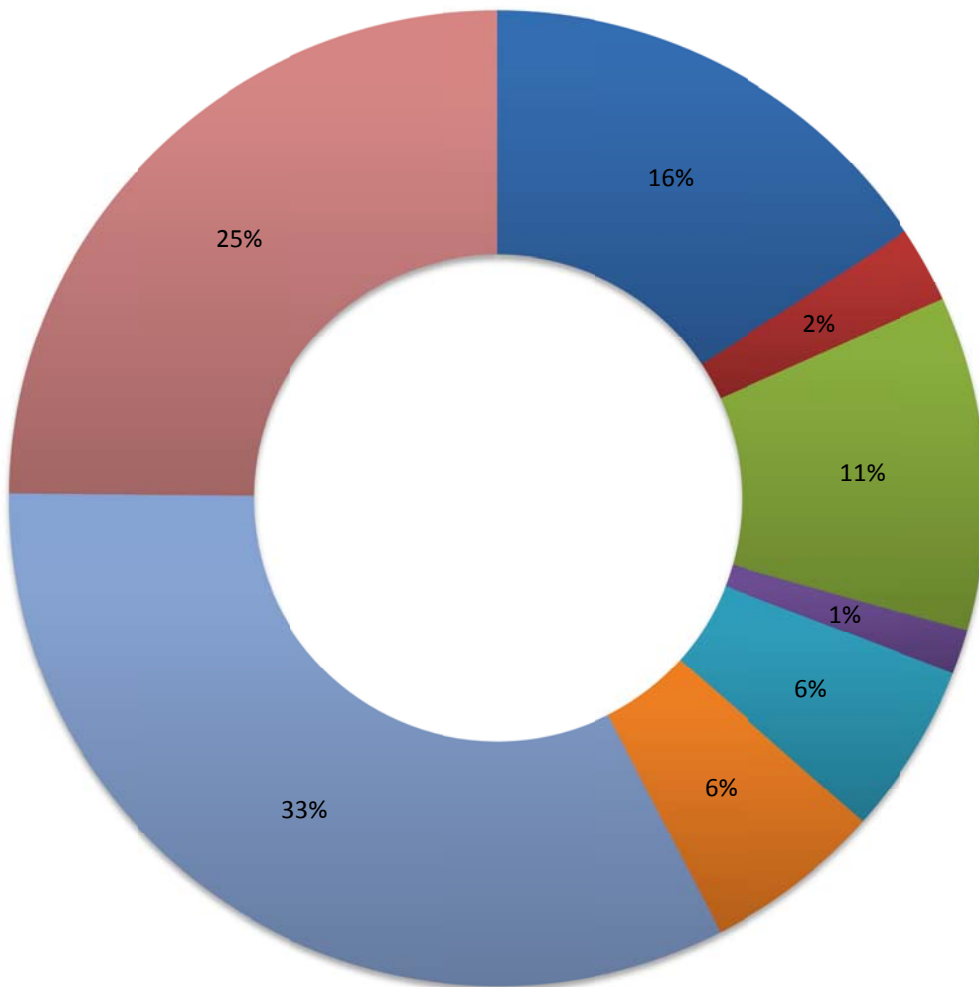
- Ad Valorem Taxes
- Non-Property Taxes
- Franchise Fees
- Contractual Revenue
- Permit Fees
- Court Fines
- Misc. Revenue



Total Revenues: \$5,114,846.00

FYE 2014 General Fund Projected Expenditures

- City Council & Admin.
- City Secretary
- Municipal Ct. & HR
- Development Svcs.
- A/C, Pub. Wks., Code Enf.
- Buildings & Grounds
- Police Department
- Fire Department



Total Expenditures:	\$4,393,741.00
Revenue Over Expenditures:	\$ 721,105.00
Proprietary Funds / Land Purchase Net Expenditures:	\$ 721,105.00
Over / Under:	\$ 0.00

FYE 2014 Adopted General Fund Revenues

		General Fund FYE 2013	General Fund FYE 2013	General Fund FYE 2013	General Fund FYE 2014
		Approved Budget	as of 9/9/13	Year End Estimate	Proposed Budget
Total Beginning Fund Balance as of October 1		2,587,951	2,587,951	2,587,951	2,587,951
INCOME					
· Ad Valorem Tax Revenue					
	· Current (M & O)	2,140,550	2,011,747	2,125,566	2,111,420
	· Delinquent (M & O)	31,655	20,823	22,716	22,910
Total · Ad Valorem Tax Revenue		2,172,205	2,032,570	2,148,282	2,134,330
· Non-Property Tax Revenue					
	· Sales Tax	880,000	792,939	884,004	1,110,440
	· Mixed Beverage	19,845	22,194	24,211	25,835
	· Bingo	2,325	2,325	2,536	2,560
Total · Non-Property Tax Revenue		902,170	817,458	910,752	1,138,835
· Franchise Tax Revenue					
	· Electric	344,470	291,342	317,828	220,460
	· Cable	105,045	90,600	98,837	99,685
	· Solid Waste	59,230	50,516	55,108	55,580
	· Natural Gas	18,190	17,541	19,136	19,300
	· Telecommunication	54,450	58,463	63,778	64,325
	· Water System	29,935	0	29,935	30,190
Total · Franchise Tax Revenue		611,320	508,463	584,622	492,340
· Other Contract Revenue					
	· EDC Mgmt. Svcs. Contract	8,000	8,000	8,000	8,000
	· Emergency Services District #7	75,000	56,250	75,000	75,000
	· Telecommunication Tower Lease	14,760	14,758	14,758	15,200
Total · Other Contract Revenue		97,760	79,008	97,758	98,200
· Permit, License, and Fee Revenue					
	· Building Permit	182,670	326,958	395,372	487,191
	· Reinspection Fee	11,670	10,460	11,410	14,265
	· Sign Permit	2,960	2,780	3,033	3,790
	· Certificate of Occupancy Permit	3,195	2,766	3,017	3,045
	· Electrical Permit	1,935	1,878	2,049	2,560
	· Platting Fee	15,115	17,158	18,718	23,395
	· Planning & Zoning Fee	1,225	637	695	870
	· Animal Control Fee	2,315	2,684	2,927	2,955
	· Food License	22,480	21,606	23,570	23,775
	· Liquor License	4,575	9,085	9,911	9,995
	· Encroachment License	165	0	0	165
	· Peddler License	1,185	836	912	920
	· Street Cut Permit Fee	800	1,503	1,640	1,655
	· Fee In Lieu of Detention	5,805	11,800	12,873	12,985
	· Driveway Permit	240	452	493	495
	· Tree Removal Fee	6,930	5,165	5,635	7,045
	· False Alarm Fee	325	150	164	165
	· Other Fee (Tree Trimming, Et Cetera)	325	493	538	675
	· Flood Plain Dev. Fee	1,295	1,089	1,188	1,200
Total · License and Fee Revenue		265,210	417,500	494,145	597,146

· Court Fine and Fee Revenue					
	· Court Fine	502,800	323,702	353,129	441,410
	· Warrant Collection	98,670	77,658	84,718	100,000
Total	· Court Fine and Fee Revenue	601,470	401,360	437,847	541,410
· Miscellaneous Income Revenue					
	· Interest Income	6,270	3,420	3,731	3,765
	· Miscellaneous Income	67,587	23,146	25,250	25,470
	· Fire Dept. Service Fee	1,845	81	88	90
	· Towing Franchise Fee	4,045	3,620	3,949	4,935
	· Credit Card Fee	9,135	8,465	9,235	9,315
	· Sale of Surplus Assets	1,585	-128	2,923	2,925
	· Money From Other Entities	12,930	0	0	1,500
	· Cornyval Parade Entry Fee / Sponsorship	4,390	0	0	4,500
	· Impound Lot Fee	49,670	44,061	48,066	60,085
Total	· Miscellaneous Income Revenue	157,457	82,665	93,243	112,585
TOTAL INCOME		4,807,592	4,339,023	4,766,648	5,114,846

FYE 2014 Adopted General Fund Expenditures – City Council and Administration

FYE 2013 Accomplishments:

- Clean City / EDC Audit.
- Completed comprehensive Fixed Asset Inventory List.
- Increased APR on all City / EDC financial accounts.
- Compliance with all Internal Revenue Service rules and regulations.
- Established Accountable Plan for employee uniforms.
- Implemented new printing contract and replaced 28 new / used copiers / printers with new equipment.
- Established Positive Pay on all financial accounts.
- Established ACH on all bi-weekly payrolls.
- Implemented new uniform contract for Animal Control / Public Works.
- Revised EMS collection procedures in order to ensure all EMS deposits are deposited into one bank account.
- Consolidated financial accounts.
- Created, posted, and implemented Request For Proposal for IT Services.
- Created, posted, and will implement Request For Proposal for Delinquent Tax Collection Services.

FYE 2014 Goals:

- Clean City / EDC Audit.
- Compliance with all Internal Revenue Service rules and regulations.
- Ensure compliance with all Municipal Policies and Procedures.

EXPENSES					
· City Council Expenditure					
	· Schools and Seminars	100	0	0	100
	· Expense Reimbursement	2,500	2,500	2,727	2,500
Total	· City Council Expenditure	2,600	2,500	2,727	2,600
· Administration Expenditure					
	· Salaries	167,250	166,318	173,549	182,695
	· Overtime	100	0	0	100
	· Social Security Tax	12,795	12,026	12,549	13,975
	· Retirement	7,560	7,268	7,584	9,170
	· Health Insurance	12,145	11,178	11,665	13,915
	· Worker's Comp. Insurance	46,582	46,582	46,582	45,785
	· Unemployment Compensation	27	27	27	785
	· Longevity Pay	1,740	1,740	1,740	2,100
	· Life, AD&D, STD, and LTD Insurance	2,040	1,904	1,986	2,175
	· Vision and Dental Insurance	945	866	904	985
	Total Admin. Personnel Services	251,184	247,909	256,585	271,685
	· Pagers and Cell Phones	3,107	3,047	3,324	3,425
	· Memberships, Dues, and Licenses	2,488	2,413	2,488	2,000
	· Schools and Seminars	2,928	2,928	2,928	2,000
	· City Treasurer	20,456	19,550	21,327	21,000
	· City Attorney	33,375	31,695	34,576	34,575
	· City Auditor	12,700	12,700	12,700	13,000
	· Bexar Appraisal District	11,371	15,050	15,050	12,370
	· Computer Contracts	36,083	35,545	35,545	56,255
	· City Engineer	47,098	41,671	45,459	45,460
	· Bldg. Inspector	47,000	54,620	59,585	60,000
	· City Arborist	2,020	1,655	1,805	1,925
	· Health Inspector	11,000	10,500	11,000	12,000
	· City Staff / Committee Appreciation Dinner; Socials; Special Events	5,795	5,753	5,795	6,000
	Total Admin. Contractual Services	235,422	237,126	251,583	270,010
	· Office Supplies	3,624	3,392	3,700	3,500
	· Operating Supplies	16,130	17,112	18,667	13,000
	· Technology and Machinery Equipment, Software, and Maintenance	45,816	45,673	45,816	30,000
	· Postage and Postal Equipment	4,053	3,880	4,053	4,000
	· Copier Lease / Maintenance	16,450	16,044	16,450	22,800
	· Printing and Related Advertising Expenses	3,832	4,031	4,398	4,000
	Total Admin. Other Commodities	89,905	90,133	93,084	77,300
	· Property / Liability Insurance	60,919	60,919	60,919	71,350
	Total Admin. Liability, Hazard, and Fidelity	60,919	60,919	60,919	71,350
Total	· Administration Expenditure	637,429	636,087	662,172	690,345

FYE 2014 Adopted General Fund Expenditures – City Secretary

City Secretary

Objectives and Performance Measures - 2013

The City Secretary's primary responsibility is to accurately record the actions and proceedings that occur at City Council and Board of Adjustment meetings. The City Secretary also administers the City's Records Management Program; maintains the Municipal Code; and researches and provides information to the public, including accident, fire, and EMS reports, and to City personnel. A current directory of City Boards & Commissions, related vacancies, and the regular meeting dates, is also maintained by the City Secretary's Office. The City Secretary serves as the City's Election Official.

The office is also responsible for the draft preparation of the City Council agenda and the preparation of Planning and Zoning and BOA agendas. Agenda packets are completed and made available for public review at City Hall and on the City's website. The City Secretary's Office provides ongoing administrative support to the City Council and City staff. In addition, the office also provides support services for special events

As the City's Election Official responsible for all General Municipal and Special Elections, the City Secretary's Office oversees the organization and implementation of fair and open city elections as well as maintaining ongoing communication with Bexar County Elections Department. The City Secretary is responsible for ensuring that all eligible voters in Helotes are informed of the date, time, and locations for voting in the aforementioned elections. It is also the responsibility of the office to prepare and submit election reports to the Secretary of State's Office.

Support for City Council and Boards

- It is the objective of the City Secretary's Office to post meeting agendas on or before the 72-hour notice required.
- It is the objective of the City Secretary's Office to transcribe the minutes of all City Council meetings within six days and to transcribe the Board of Adjustment meetings within three days.

The City Secretary supports City Council by preparing draft agendas, posting the agenda, and preparing City Council packets to each Council member four days prior to a scheduled meeting. The City Secretary prepares the agenda, posts the agenda, and prepares agenda packets for the Planning and Zoning Commission and the Board of Adjustment. Agendas for all Boards all are posted at City Hall. Additionally, background information for City Council agendas and Planning and Zoning Commission agendas are posted on the city's web-site.

The City Secretary transcribes minutes for City Council and the Board of Adjustment. After approval, City Council meetings are posted on the web site. All minutes are scanned into Laserfiche and filed.

	<u>City Council</u>	<u>P&Z</u>	<u>BOA</u>
Packets Prepared:	13	9	6
Minutes Prepared:	13	0	6

Records Management

- It is the objective of the City Secretary’s Office to maintain the City’s records within the provisions of applicable State law.
- It is the objective of the City Secretary’s Office to process all ordinances, resolutions and other Council actions within four working days of passage. Documents are finalized, scanned, and filed on a timely basis.

Resolutions – 7

Ordinances – 25

Records Destroyed (containers) – 3

In 2012, eight Chapters in the Municipal Code of Ordinances were modified while nine chapters will be modified at the next printing.

Public Information Requests

- It is the objective of the City Secretary’s Office to respond to all requests for public information in accordance with State law. Section 552.221 of the Government Code states that, “An officer for public information of a governmental body shall promptly produce public information for inspection, duplication or both on application by any person to the officer. Promptly means as soon as possible under the circumstances, that is, within a reasonable time, without delay.”

	<u>Police Record</u>	<u>Other</u>	<u>Email Request / Response</u>
No. of Requests for Records:	249	42	98
Total:	389		

FYE 2014 Goals:

- 1) Create a record keeping system for record requests to increase efficiency and to track requests.
- 2) Create and schedule informational packets and/or meetings with other departments to ensure records are being filed and/or delivered to the City Secretary’s office for filing.
- 3) Create a schedule to codify the municipal code regardless of number of pages modified to ensure the books in City Hall remain current.

· City Secretary Expenditure					
· Salaries	63,630	62,001	64,697	66,740	
· Social Security	4,870	4,804	5,013	5,105	
· Retirement	2,875	2,700	2,817	3,350	
· Health Insurance	4,050	3,726	3,888	4,640	
· Unemployment Compensation	9	9	9	260	
· Longevity Pay	720	720	720	840	
· Certification Pay	0	0	0	900	
· Life, AD&D, STD, and LTD Insurance	795	727	758	810	
· Vision and Dental Insurance	315	289	301	330	
Total City Sec. Personnel Services	77,264	74,975	78,203	82,975	
· Memberships, Dues, and Licenses	130	138	138	138	
· Schools and Seminars	1,500	910	992	1,500	
· Other Contractual Services / Record Destruction / Laserfische Equipment and Support	17,118	17,118	17,118	17,000	
· Elections	0	0	0	9,000	
Total City Sec. Contractual Services	18,748	18,166	18,249	27,638	
· Printing / Advertising	1,230	957	1,044	1,000	
Total City Sec. Other Commodities	1,230	957	1,044	1,000	
Total · City Secretary Expenditure	97,242	94,098	97,496	111,613	

FYE 2014 Adopted General Fund Expenditures – Municipal Court and Human Resources

FYE 2013 Accomplishments:

- Ticket dismissal verification procedures added to Court program.
- Outstanding warrant report corrected and revised.
- Increased Court security and training activities.
- Established Humana Vitality Program for employees.
- Established employee ID Badge with key fob access.
- Updated Grade / Step Policy.
- Updated Sick Leave Bank Policy.
- Implemented Personnel, Medical, and Payroll folders for each employee.

FYE 2014 Goals:

- Establish Court Wanding Program policy.
- Reorganize Court filing system.
- Increase number of officers involved in Warrant Roundup.
- Continue records management activities for individual employee files
- Update Personnel Manual.
- Increase PD and FD involvement in quarterly TML Webinars on Ethical Behavior, Sexual Harassment, Diversity in the Workplace, et cetera.

· Municipal Court Expenditure					
	· Salaries	156,095	141,895	148,065	155,435
	· Overtime	1,915	1,116	1,165	1,200
	· Social Security	12,865	11,801	12,314	12,275
	· Retirement	7,015	6,595	6,881	8,055
	· Health Insurance	16,190	14,543	15,175	18,555
	· Unemployment Compensation	205	205	205	1,045
	· Certification Pay	0	0	0	1,200
	· Longevity Pay	3,990	3,990	3,990	4,110
	· Life, AD&D, STD, and LTD Insurance	2,050	1,879	1,960	2,080
	· Vision and Dental Insurance	1,260	1,182	1,233	1,315
	Total Court Personnel Services	201,585	183,205	190,988	205,270
	· Subscriptions	355	344	355	300
	· Schools and Seminars	900	451	492	500
	· Municipal Court Judges	17,500	16,400	17,891	17,891
	· Municipal Court Prosecutor	28,017	21,176	23,101	25,410
	· State Court Costs	150,040	111,242	148,323	220,705
	Total Court Commodities	196,812	149,613	190,162	264,806
Total	· Municipal Court Expenditure	398,396	332,818	381,150	470,076
· Human Resources Expenditure					
	· Salaries	12,540	12,335	12,871	14,565
	· Social Security	995	979	1,021	1,115
	· Unemployment Compensation	106	106	106	260
	· Health Care Services - COBRA	675	671	732	732
	Total Human Resources Commodities	14,316	14,091	14,731	16,672
Total	· Human Resources Expenditure	14,316	14,091	14,731	16,672

FYE 2014 Adopted General Fund Expenditures – Development Services

FYE 2013 Accomplishments:

- Received no customer / citizen complaint for services rendered.
- Increased effectiveness of InCode Permitting System to allow for more efficient permit issuance and report generation.
- Improved subcontractor registration process.

FYE 2014 Goals:

- The acquisition of extraterritorial jurisdiction (ETJ) and limited resources increase the demand for expeditious permit issuance and plan review. A more efficient plan acceptance and review process will be implemented to keep up with demand, while working within current resource sets.
- Acquisition of “Permit Technician” certification from the International Code Council.
- Update development folders for improved reference and access to information.

· Development Services Expenditure					
· Salaries	41,175	40,407	42,164	45,165	
· Overtime	100	0	0	100	
· Social Security	3,250	3,191	3,330	3,455	
· Retirement	1,860	1,789	1,867	2,265	
· Health Insurance	4,045	3,726	3,888	4,640	
· Unemployment Compensation	9	9	9	260	
· Longevity Pay	1,310	1,310	1,310	1,430	
· Life, AD&D, STD, and LTD Insurance	540	495	516	555	
· Vision and Dental Insurance	215	203	212	330	
Total Dev. Svcs. Personnel Services	52,504	51,131	53,297	58,200	
· Schools, Training, and Seminars; Certification Exam & Cont. Educ. Fees; Memberships	750	419	457	1,000	
· Plat Recordation, Filing Equipment, and InCode Templates	4,500	4,009	4,374	4,800	
Total Dev. Svcs. Contractual Services	5,250	4,428	4,831	5,800	
Total · Development Services Expenditure	57,754	55,559	58,127	64,000	

FYE 2014 Adopted General Fund Expenditures – Animal Control, Public Works, Code Enforcement, and Buildings and Grounds

FYE 2013 Accomplishments:

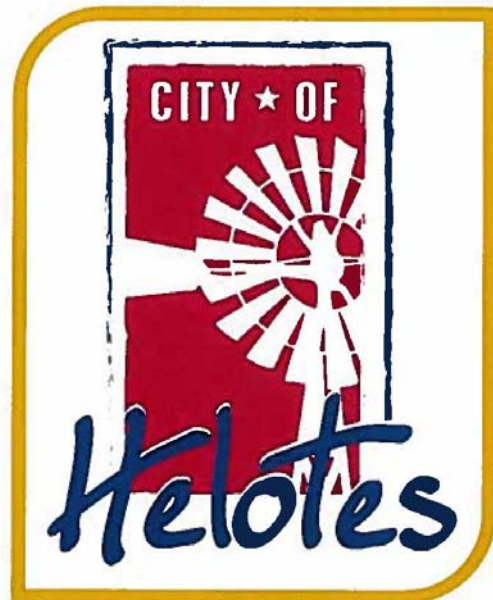
- Established a dedicated Animal Control vehicle in compliance with State Law and City Code.
- Implemented Cardinal Tracking Badge program for Animal Control call tracking and report writing.
- Created a municipal “No Kill” Animal Control facility in partnership with the DeZavala-Shavano Park Veterinary Clinic.
- Completed a three-year street cycle program whereby all City streets were chip sealed to ensure adequate edge of pavement protection.
- Purchased heavy duty commercial shredder for improved Right of Way Management.
- Replaced all “engineer grade” street signage in Beverly Hills Subdivision with “high intensity” street signage.
- Pro-active Code Enforcement patrol activities throughout City / ETJ.
- Continue to monitor and take down illegal signage along S.H. 16 and throughout the ETJ.

FYE 2014 Goals:

- Increase personnel efficiencies to better respond and regulate infrastructure and enforce City Code with regard to Animal Control, Public Works, and Code Enforcement activities, particularly within the newly acquired ETJ.
- Better utilize the new municipal website in order to allow residents easier access to impounded animal pictures / descriptions.
- Purchase a S300 Skid Loader mini excavator attachment.
- Implement re-roof permit process.

· Animal Control, Public Works, and Code Enforcement Expenditure					
	· Salaries	105,785	87,416	91,217	91,145
	· Overtime	1,160	713	744	800
	· Social Security	8,095	6,675	6,965	6,970
	· Retirement	4,780	3,293	3,436	3,520
	· Health Insurance	12,145	7,806	8,145	9,275
	· Unemployment Compensation	116	116	116	785
	· Certification Pay	0	0	0	900
	· Longevity Pay	990	990	990	580
	· Life, AD&D, STD, and LTD Insurance	1,425	902	941	925
	· Vision and Dental Insurance	945	635	663	655
	Total AC, PW, CE Personnel Services	135,441	108,546	113,217	115,555
	· Memberships, Dues, and Licenses	300	114	124	150
	· Schools and Seminars	1,294	1,199	1,294	1,250
	· Animal Control	6,202	5,219	5,694	12,000
	· Digital Portable Radio	3,788	3,788	3,788	0
	· Drainage Maintenance	37,988	33,835	36,911	30,000
	· Street Maintenance	33,112	32,879	35,868	62,000
	· Traffic Signal Maintenance	1,967	1,912	2,086	1,000
	Total AC, PW, CE Contractual Services	84,650	78,947	85,764	106,400
	· Motor Fuel and Lubricants	9,115	7,292	7,955	7,955
	· Clothing Allowance	2,880	2,517	2,746	1,800
	Total AC, PW, CE Other Commodities	11,995	9,809	10,701	9,755
	· Machinery and Equipment Purchase, Repair, Service	18,000	17,843	18,000	18,000
	Total AC, PW, CE Capital Outlay	18,000	17,843	18,000	18,000
Total	· Animal Control, Public Works, Code Enforcement Expenditure	250,086	215,145	227,682	249,710
· Buildings and Grounds Expenditure					
	· Other Contractual Services	5,024	5,024	5,024	5,000
	· Utilities, Water	8,380	5,786	6,312	6,950
	· Utilities, Gas	4,380	4,152	4,529	4,985
	· Utilities, Electric	52,625	51,955	56,678	60,270
	· Utilities, Telephone	25,100	23,842	26,009	28,610
	· Utilities, Internet	3,015	2,842	3,101	3,105
	· Building / Equip. Maintenance	32,500	33,758	36,827	20,000
	· Wireless Access Fire Dept.	4,640	4,640	4,640	0
	· City Custodian Services	16,110	15,662	17,086	16,000
	· Grounds Maintenance	11,461	11,127	12,139	12,525
	· Landscaping Svcs.	18,235	15,120	16,495	16,000
	Total Bldg. and Grnds. Contractual Services	181,469	173,907	188,838	173,445
	· Tools and Operating Supplies	1,375	925	1,009	1,000
	Total Bldg. and Grnds. Other Commodities	1,375	925	1,009	1,000
	· MarketPlace at Old Town Helotes	-12,805	-12,528	-13,666	1,140
	· Parks and Recreation, Playground and Disc Golf Course Pavilions, Band Equipment, and Disc Golf Course Tee Boxes	76,505	76,384	76,505	85,000
	Total Bldg. and Grnds. Capital Outlay	63,700	63,856	62,839	86,140
Total	· Buildings and Grounds Expenditure	246,544	238,688	252,685	260,585

Helotes Police Department
Budget Proposal FYE 2014



Mission Statement

The mission of the Helotes Police Department is the prevention of crime, preservation of public peace, protection of lives and property, the detection and arrest of violators and the enforcement of all laws and ordinances. Helotes Police Department officers and employees strive to provide a level of service to the public, that we or a close member of our family would hope to receive, if ever in need of police assistance. Achieving an appropriate degree of public confidence and involvement requires a spirit of close interaction with those we serve. To this end, the department constantly strives to preserve and cultivate an open state of trust and communication with the community, clearly understanding that the success of our organization is directly predicated on the quality of this relationship.

Background

It is a realization that police activity (calls handled, citations written, etc.) does not completely reflect the activities or anticipated needs of a police department. It is unknown how many crimes were prevented by the mere presence of a police officer or vehicle patrolling a neighborhood. What is the value that can be placed on an officer visiting with a group of children or other citizens in a neighborhood? During 2012, we had calls for service in the amount of 4,979. Based on the first six months of 2013, we are predicting 5,200 calls for service for this year. The census for 2010 reflected 7,341 residents. The population swells during the weekday business hours due to three schools being located within the city limits of Helotes. The Economic Development Corporation has greatly contributed to the increased success of additional businesses moving into the City, creating a flourishing mixture of commerce and residential communities. With this increase, additional police services are requested, such as traffic enforcement and Crime Prevention.



Budget Improvements Proposed for FYE 2013

- **Competitive and Comparable Salaries (560-5101) \$924,635-**

It is the recommendation of the department to align the current police salaries with the greater Bexar county area's salaries for the same positions and where there are deficits, increase salaries for those positions. This will make the department more competitive and allow it to retain talented individuals that have spent valuable years training with the department. The following table represents the Estimated Market Value research recently completed by the Human Resources department of surrounding agencies for the position of Police Officer:

Brief Job Description:		Entry-level crime prevention and law enforcement responsibilities for the conduct of routine patrols, preliminary investigations, and traffic control duties in a designated area during an assigned shift. Education: High School/GED diploma, License/Certification: TCLEOSE certification; Experience: 1 year.							
Municipality	Population	Region	# of Emp.	Job Title	Job Reports To	Range Min	Range Max	Actual Average	Date
Alamo Heights	7,438	Alamo Area	11	Police Officer	Sergeant	\$38,868	\$58,308	\$36,228	05/13/13
Boerne	10,354	Alamo Area	13	Police Officer	Police Sergeant	\$43,420	\$65,841	\$47,237	04/23/13
Bulverde	4,630	Alamo Area	9	Police Officer		-	-	\$40,971	09/05/12
Fredericksburg	11,098	Alamo Area	18	Patrol Officer	Police Sergeant	\$42,660	\$62,100	\$47,268	04/18/13
Kerrville	22,821	Alamo Area	18	Patrol Officer		\$38,081	\$41,189	\$39,280	06/01/12
New Braunfels	53,547	Alamo Area	60	Police Officer		\$45,081	\$52,504	\$49,828	05/04/12
Pleasanton	10,200	Alamo Area	9	Patrol Officer	Asst Police Chief	-	-	\$34,308	07/30/11
San Marcos	52,927	Alamo Area	58	Police Officer	Police Sergeant	\$45,789	\$61,380	\$59,550	05/03/13
Seguin	26,394	Alamo Area	27	Police Officer	Police Sergeant	\$41,691	\$55,938	\$46,856	05/01/13
Shavano Park	3,035	Alamo Area	5	Police Officer	Police Chief	\$33,504	\$48,240	\$35,400	08/08/12
Helotes	7,341	Alamo Area	9	Police Officer	Police Sergeant	\$32,000	\$39,990	\$35,150	10/01/12
Total								\$43,693	

Currently, we are ranked in the bottom two agencies of most salary surveys conducted in the region. This makes it difficult to attract new talent to our City. The department strives to not only be comparable with other cities, but it also strives to be comparable with other city departments such as the Helotes Fire Department. It is the recommendation of the department that the starting yearly salary for a full-time patrol officer begins at \$42,000 and to adjust current officers' salaries in accordance with seniority and rank.

The following table represents full-time officers that have left the department in the past five years and their reason for resigning:

Officer	Resignation Date	Reason for Resignation
Hopper*	10/01/2007	Better Pay Northside ISD PD (*resigned Sergeant commission)
Jackson*	01/04/2008	Better Pay San Antonio PD (*resigned Corporal commission)
Cervera	04/04/2008	Better Pay Northside ISD PD (*resigned Detective commission)
Chin	07/19/2008	Better Pay/Benefits City of San Antonio Public Works
Quiroga	01/02/2009	Better Pay with Judson ISD PD

- **Additional Peace Officer Positions (560-5101) \$924,635-**

It is the recommendation of the department to increase the number of officers for each shift by one officer. This will add three officers to the Police Department. Adding additional officers will make it possible to maintain a response time of less than three minutes, which is the department's goal for a city the size of Helotes. Currently the department averages a four minute response time for calls that are dispatched. There is a direct correlation between a longer response time and the increase in index crimes. Index crimes include, but not limited to: burglary, assault, and theft. Index crimes rose 28% from 2011 to 2012 alone. With 58 Index Crime cases for the first half of 2013, the City is predicted to exceed last year's total. With the rise in calls for service due to the City being more populated with commercial business, an additional officer on each shift

will increase officer safety due to added back up on calls for service. When it is necessary to transport an arrested person to the Bexar County Magistrate's office in downtown San Antonio, the City can no longer afford to have one officer responding to calls for the entire City until the transporting officer returns. The additional officers will provide the necessary coverage.

HELOTES POLICE DEPARTMENT
POLICE STATISTICS
1994-2012

Year	Sum	Wrn	Susp P/V	Assist P/OA	Dist	Alarm	Other	Acc	Index Crimes	OCA	Arrest Fel	Arrest Misd	Mun
1994	697	212	53	108	34	146	53	33	50	38	4	30	10
1995	1031	179	53	108	49	178	101	41	39	92	7	47	56
1996	984	213	86	160	46	293	175	52	90	78	6	56	43
1997	1000	177	72	154	51	301	224	46	71	68	6	65	1
1998	1367	155	81	169	69	400	334	55	108	123	9	96	18
1999	1892	165	111	241	89	435	339	81	98	113	10	67	3
2000	2018	403	135	339	120	479	437	71	115	158	11	106	3
2001	2492	458	124	343	121	455	513	83	106	156	11	144	3
2002	2370	685	189	355	189	408	603	115	129	195	16	114	4
2003	1556	485	197	408	208	460	643	140	140	171	25	91	3
2004	1633	411	178	358	194	419	650	180	143	192	8	91	0
2005	1811	560	198	381	267	399	766	159	153	230	8	114	0
2006	2126	542	263	418	175	352	654	178	104	356	14	108	0
2007	1927	1768	308	557	188	430	948	223	140	366	20	152	1
2008	2028	2577	329	575	200	482	818	234	126	303	17	119	7
2009	3468	2242	200	557	126	419	1024	216	81	284	16	127	34
2010	3064	1827	282	524	144	411	1144	196	98	297	17	115	27
2011	4851	3233	364	704	190	429	1586	153	89	316	12	105	12
2012	3475	3708	296	755	178	449	2113	157	128	286	13	102	4

Key-

Sum- Summons

Wrn- Warnings

Susp P/V- Suspicious Person/Vehicle

Assist P/OA- Assist Person/Other Agency

Dist- Disturbance

Acc- Accidents

OCA- Other Criminal Activity

Fel- Felony

Misd- Misdemeanor

Mun- Municipal Warrants

Index Crimes:

Burglary

Burglary Vehicle

Assault

Homicide

Rape

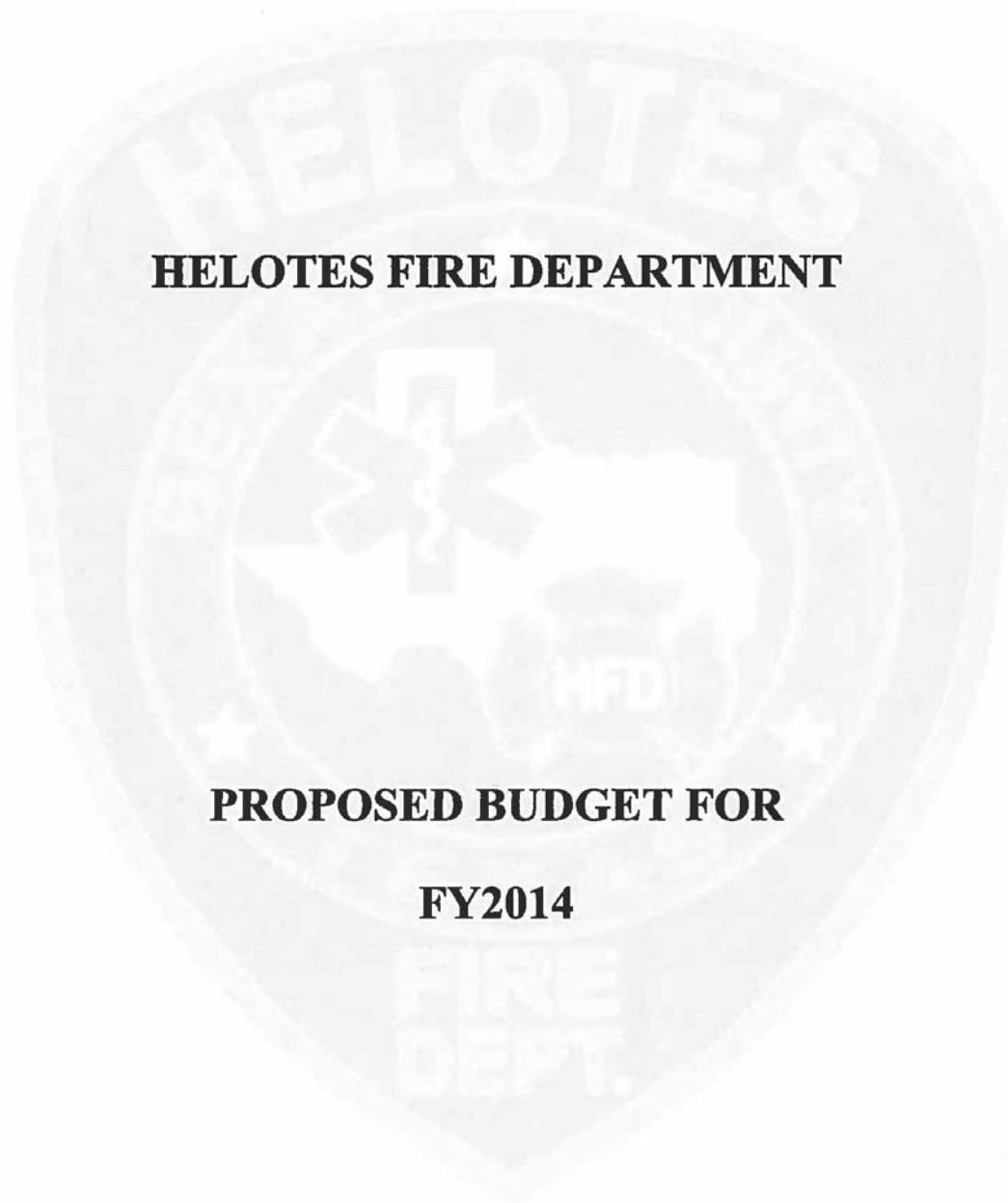
Theft

Theft Motor Vehicle

Robbery

FYE 2014 Adopted General Fund Expenditures – Police Department

· Police Department Expenditure					
· Salaries	923,635	874,305	912,318	932,285	
· Overtime	10,965	10,852	11,324	11,735	
· Social Security	70,930	70,346	73,405	72,630	
· Retirement	40,610	40,084	41,827	46,800	
· Health Insurance	83,795	78,473	81,885	97,410	
· Unemployment Compensation	508	361	361	5,745	
· Physicals	100	0	0	100	
· Longevity Pay	19,960	19,960	19,960	21,900	
· Certification Pay	10,200	9,971	10,200	11,400	
· Part-time Officers	10,695	9,335	9,741	11,100	
· Life, AD&D, STD, and LTD Insurance	11,385	10,371	10,822	11,625	
· Vision and Dental Insurance	6,615	6,032	6,294	6,885	
Total Police Personnel Services	1,189,398	1,130,091	1,178,138	1,229,615	
· Pagers and Cellular Phones	14,785	14,308	15,608	17,170	
· Subscriptions and Dues	1,035	960	1,047	1,000	
· Other Contractual Services	12,287	12,161	12,287	12,000	
· Impound Fees - Wrecker	11,351	10,585	11,547	11,000	
· Impound Fees - Misc.	250	868	947	200	
· Copier	3,290	2,944	2,944	0	
Total Police Contractual Services	42,998	41,825	44,380	41,370	
· Office Supplies	1,720	1,663	1,815	1,900	
· Operating Supplies	5,000	4,889	5,333	5,800	
· Computer Supplies, Maintenance, Repairs	8,697	8,697	8,697	5,100	
· Fuels and Lubricants	49,828	47,186	51,476	50,000	
· Ammunition	2,413	2,842	2,842	2,400	
· Bullet Proof Vests and Body Armor	12,974	12,974	12,974	4,500	
· Radio, Radar, Camera Repair	5,888	5,888	5,888	1,000	
· Vehicle Maintenance					
Vehicle Mechanical Maintenance	3,849	2,186	2,385	2,500	
Vehicle Routine Maintenance	11,377	11,673	12,734	13,650	
Vehicle Police Equipment and Audio / Video Recording Equipment	92,110	94,907	94,907	5,000	
Vehicle Police Body Markings	2,000	1,685	1,685	500	
· Postage	160	160	175	150	
· Portable Radios and Related Equipment	500	0	0	500	
· Uniform Allowance	14,040	13,640	14,040	14,040	
· Reimbursement Expense	385	0	0	385	
· Printing	939	631	688	750	
Total Police Other Commodities	211,879	209,020	215,637	108,175	
· Computers and Mobile Data Terminals	250	88	96	250	
· Criminal Investigation Division Equipment	2,126	2,057	2,057	0	
· Vehicles, Machinery, and Equipment	51,830	51,721	51,830	56,770	
· Furniture and Fixtures	350	0	0	250	
Total Police Capital Outlay	54,556	53,865	53,982	57,270	
Total · Police Department Expenditure	1,498,830	1,434,802	1,492,138	1,436,430	



HELOTES FIRE DEPARTMENT

PROPOSED BUDGET FOR

FY2014

**CITY OF HELOTES
FIRE DEPARTMENT
ANNUAL OPERATING BUDGET
FISCAL YEAR 2013-2014**

The mission of the Helotes Fire Department is to assure the safety of all members while preventing and minimizing the loss of life and property from fires, sudden medical emergencies and natural and manmade disasters by providing professional services in our response area. In order to meet this mission the Fire Department must provide the necessary resources to properly and safely respond to fires, emergency medical, rescue, hazardous materials, terroristic, and natural disaster incidents. The department also must conduct inspections for life and building safety, review new construction and development plans, prepare emergency response plans, investigate fire cause and origin, maintain fire fighting and emergency medical vehicles and equipment, train departmental personnel, conduct community education, and coordinate the homeland security/emergency preparedness programs of the City.

Accomplishments for FY 2012-2013

Created a full time Captain position in the Fire Marshal's Office, which will significantly improve the systematic quality and quantity of fire inspections and fire investigations.



Continued to develop the Fire Department as an "All Hazards" response service.

Personnel attended several training classes funded mostly by grants from Texas Forest Service.

Continued contract with Emergency Services District #7 (\$75,000).

Received grant award notification on the 2012 Fire Grant from FEMA. The federal share is \$26,011 with the City's match of \$1,369. The funds will be used to purchase firefighter safety equipment.



Successfully explored alternative funding sources, such as grants.



Maintained the City's ISO rating, with a PPC of 3/8B, continuing an insurance cost savings for residential and commercial properties.

Improved the department's *Continuing Education Program* for all Firefighting and EMS personnel with an agreement with CE Solutions..

Continued a Fire Explorer program in conjunction with Brandeis High School. Hosted the Alamo Area Fire Explorer Competition at the Helotes fire station. Twenty-seven individuals and six teams participated in five different events.

Placed in service a new Ford F-250 pick-up truck. The truck will be used as a command vehicle, as well as a tow vehicle for department equipment and cascade trailers.

Received City Council approval of the City's Emergency Management Preparedness Plans.

Objectives for FY 2013-2014

Continue to develop emergency preparedness and Emergency Management Program.

Continue to improve fire code enforcement and new construction plan reviews.

Prepare for increase in inspections and plan reviews in the new ETJ areas.

Increase level of protection within the City of Helotes through proactive public education programs.

Continue to improve response capabilities and response times.

Continue to explore and pursue grant funding.

Continue to seek outside funding sources for training programs.

Continue to prepare the Fire Department as an "All Hazards" response service.

Update and implement the Fire Department Master Plan.

Continue to review and develop Standard Operating Procedures and Guidelines.

Continue contract with Emergency Services District #7.

Improve overall departmental training programs, in all disciplines of the Fire Department.

Improve EMS fee collection.

Establish and implement a Wellness/Fitness Program for all uniformed employees.

Explore and establish a plan for further ISO-PPC improvement.

Performance Measures

<u>Measures</u>	<u>Actual 2011</u>	<u>Actual 2012</u>	<u>Projected 2013</u>	<u>Projected 2014</u>
Average City response time	4:41 min	4:59 min	4:48 min	4:30 min
Total incident response	617	769	784	800
Total city medical responses	396	489	482	490
Total Fire Inspections	285	174	346	350
Total Public Education	74	70	72	75
Public Ed. Attendance	9,284	10,340	9,812	10,000

Budget Goal

This budget is compiled with a review of existing conditions, along with projected usage and economic conditions. The main goal as always is to provide adequate services while being prudent and good stewards of City funds.

FIRE	General Fund				
	FYE 2013			FYE 2014	
	Approved Budget	As of 7/15/13	Year End Estimate	Proposed Budget	Proposed Budget from FIRE
	977,139	757,716	957,288		
EXPENSES					
• Fire Department Expenditure					
580 5101 • Salaries	591,332	458,348	578,966	643,788	643,788
560 5102 • Overtime	23,455	22,560	28,497		30,000
580 5103 • Social Security	56,625	43,544	55,003	49,250	49,250
580 5104 • Retirement	25,855	19,376	24,475	32,319	32,319
580 5210 • Health Insurance	48,570	35,599	44,967	78,921	78,921
580 5106 • Disability Insurance					
580 5106 • Workers Compensation					
580 5107 • Unemployment Compensation	737	737	931	3,393	3,393
580 5108 • Pre-Employment/Annual Physicals	240	218	275		8,000
580 5109 • Longevity Pay	6,060	6,060	6,060	7,330	7,330
580 5111 • Certification Incentive	7,350	6,122	7,733	11,700	11,700
580 5112 • Part Time Fire Fighters	91,080	77,611	98,035	152,721	152,721
580 5115 • Life, AD&D, STD, & LTD Insurance	7,215	5,133	6,484	8,027	8,027
580 5116 • Vision & Dental Insurance	3,780	2,787	3,520	4,159	4,159
Personnel Services	862,299	678,095	854,946	991,608	1,029,608
580 5200 • Pagers and Cellular Phones	5,545	4,935	6,234		6,630
580 5201 • Subscriptions	1,435	1,282	1,619		1,500
580 5202 • Membership, Dues, and Licenses	2,115	2,115	2,672		2,700
580 5203 • Schools and Seminars	2,445	-887	-1,120		2,500
580 5325 • Other Contractual / Prof. Svcs.	2,940	927	2,940		5,850
Contractual Services	14,480	8,372	12,344	0	19,180
580 5301 • Office Supplies	3,000	2,596	3,279		3,300
580 5302 • Operating Supplies	9,500	6,266	7,914		9,500
580 5303 • Computer Supplies /Software	11,800	9,892	12,495		8,500
580 5305 • Repairs and Maintenance Supplies	17,610	7,486	9,456		12,000
580 5306 • Fuel and Lubricants	7,300	8,486	10,719		11,000
Automobiles, Machinery, and Equipment	17,200	8,147	10,291		
580 5321 • Tools, Apparatus, and Accessories	16,000	14,073	17,776		16,000
580 5322 • Vehicle Maintenance and Repairs	5,000	4,725	5,968		7,000
580 5323 • Postage	350	302	382		400
580 5324 • Uniform Allowance	12,600	9,276	11,717		12,650
580 5328 • Public Information	0	0	0		0
Other Commodities	100,360	71,249	89,998	0	80,350
580 5500 • Computer Equipment					
580 5501 • Automobiles, Machinery, and Equipment					68,846
580 5502 • Furniture & Fixtures & Equipment					15,000
580 5503 • Payments Vehicle Lease / Purchase					
590 • Grant Expenses					
Capital Outlay	0	0	0	0	83,846
Total • Fire Department Expenditure	977,139	757,716	957,288	991,608	1,212,984

**CITY OF HELOTES
FIRE DEPARTMENT
2013-2014 BUDGET**

**CAPITAL IMPROVEMENT REQUESTS
FIRE**

Prioritized by Fire Department

- 1. Capital Improvement Item:**
10 complete sets of Personal Protective Clothing (Bunker Gear)

Description:
A complete set of Personal Protective Clothing consists of the following items:
Coat (\$1,265), pant (\$820), helmet (\$310), hood (\$35), glove (\$65), boots (\$295)
Shipping is not included

Cost Estimate: \$27,900
Personal Protective Clothing 10 sets at \$2,790.00 each

- 2. Capital Improvement Item:**
10 Scott Carbon 4500, 45 minute, Self-Contained Breathing Apparatus Cylinders

Description:
These cylinders will replace 10 cylinders that will reach their 15 year life and are required to be removed from service.

Cost Estimate: \$10,100
Carbon 45 minute Scott SCBA cylinders 10 cylinders at \$1,010 each

- 3. Capital Improvement Item:**
Portable Radio Associated Equipment

Description:
Replace existing portable radio batteries with thirty (30) Li-Ion Polymer batteries, two (2) 6-bay battery chargers for Li-Ion/ Polymer batteries, and six (06) 1-bay battery chargers for Li-Ion, Polymer batteries.

Cost Estimate: \$5,796

a.	Li-Ion Batteries for portable radios	30 at \$ 139.00 each
b.	6-Bay Li-Ion/ Polymer battery charger	2 at \$ 510.00 each
c.	1-bay Li-Ion, Tri-Chemistry battery chargers	6 at \$ 101.00 each

- 4. Capital Improvement Item:**
800 mhz Radio Remote Controller System for the fire station

Description:
This equipment will allow the 800 mhz radio system to be accessed from three locations within the fire station. Currently there are two problems when trying to

talk on the 800 mhz radio while in the fire station. One problem is reaching the antenna/repeater while inside the station. Another problem is feedback when a portable radio is used inside the station (800 mhz and VHF). With this added system the station alerting system will utilize 800 mhz rather than VHF, to receive alerts, which will also eliminate the echo affect between the 800 mhz and the VFH systems.

Cost Estimate: \$16,000

All equipment needed to include 3 remote transmit locations. See attachment.

5. Capital Improvement Item:

Purchase 12 Scott EPIC Voice Amplifiers (Replacement) with a mask sealing kit

Cost Estimate: \$4,800

Scott EPIC Voice Amplifiers 12 at \$400.00 each

6. Capital Improvement Item:

Purchase 17 Scott AV 3000 – Face-piece with mask bag

Cost Estimate: \$4,250

Scott AV 3000 Face Mask 17 at \$250.00 each

7. Capital Improvement Item:

Workout Fitness Equipment

Description:

The following provides personnel the ability to maintain the fitness standards recommended by the NFPA. *Shipping is not included*

Cost Estimate: \$15,000

a. Adaptive Motion Trainer	\$ 8,199
b. Multi-Functional Trainer & Bench Combo	\$ 2,799
c. 5 – 75 lb. Rubber Hex Dumbbell Set w/ Rack	\$ 2,435
d. Adjustable Commercial Series Bench	\$ 849

Total Capital Improvement Requests for Fire: \$83,846.00

These costs have been included in the Department Budget Proposal.

DAILEY-WELLS COMMUNICATIONS

3440 E. Houston St., San Antonio, TX 78219



To: Rick Wail
 Senior Captain
 Helotes Fire Department
 Phone: (210)695-5939
 Date: 21-Jan-13

CS7000 Control Stations with 3 Desktop Controllers

Item	Model #	Description	Qty.	Unit List	Disc. %	Unit Sale	Ext Sale
1	MAMW-NZN8L	Control Station, CS7000, Local/Remote Control, M7300	1	\$ 2,890.00	25%	\$ 2,167.50	\$ 2,167.50
2	MAMW-ZN9B	Control Unit, SP721, Desk Top Controller	3	\$ 2,140.00	25%	\$ 1,605.00	\$ 4,815.00
3	CA-009562-250	CAN Cable for SP721 Desk Top Controller 250ft. Each	3	\$ 685.00	25%	\$ 513.75	\$ 1,541.25
4	MAMW-ZN9F	Microphone, Desktop, SPK721	4	\$ 195.00	25%	\$ 146.25	\$ 585.00
5	MAMW-SDMXX	Mobile, M7300, 764-870 MHz, Unencrypted	1	\$ 2,065.00	25%	\$ 1,548.75	\$ 1,548.75
6	MAMW-NPL3R	Feature, Maximum (1,024+) Systems/Groups	1	\$ 0.01	0%	\$ 0.01	\$ 0.01
7	MW-PL4U	Feature, Single-Key-DES Encryption	1	\$ 0.01	0%	\$ 0.01	\$ 0.01
8	MAMW-PKGGP	Feature Package, P25 Trunking & ProVoice	1	\$ 2,515.00	25%	\$ 1,886.25	\$ 1,886.25
9	MAMW-NPL7G	Feature, EDACS Security Key	1	\$ 110.00	25%	\$ 82.50	\$ 82.50
10	MW-PL4F	Feature Package, P25 Phase II	1	\$ 250.00	25%	\$ 187.50	\$ 187.50
11	MAMW-NCP9H	Control Unit, CH-721, System, Front Mount	1	\$ 790.00	25%	\$ 592.50	\$ 592.50
12	LMR-400-LLPL	.405", FOAM POLYETHYLENE, PLENUM BRAIDED COAX	150	\$ 6.00	10%	\$ 5.40	\$ 810.00
13	FB35T800	806-866 MHz, 5 DBD GAIN, GROUND PLANE, N(F)	1	\$ 171.75	10%	\$ 154.58	\$ 154.58
14	EZ-400-NMH-PL-D	N-Type (M) Connector for above Cable	4	\$ 12.10	10%	\$ 10.89	\$ 43.56
15	IS50NXC2	125-1000 MHz, DC BLOCKED, COAXIAL PROTECTION, N(F), N(F), Polyphaser	1	\$ 62.00	10%	\$ 55.80	\$ 55.80
16	Misc. Materials	Weather Proofing and Misc. Grounding Supplies	1	\$ 100.00	0%	\$ 100.00	\$ 100.00
17	DWC-LABOR	DWC Installation of Radio and Antenna System	1	\$ 1,360.00	0%	\$ 1,360.00	\$ 1,360.00
						Total:	\$ 15,930.21

From: Anna Solis
 Major Accounts Representative
 Dailey-Wells Communications
 210.893.6571 Phone
 210.269.3035 Cell
 anna@dwcomm.com

Terms: Net 30 Days
 Price Valid until 02/28/13
 Delivery: Pick-up at Dailey-Wells

Dailey-Wells Communications Confidential

1/21/2013

Page 1

The CS7000 is a compact, state-of-the-art control station that provides

- Dual-band half-duplex operation with an M7300
- Single-band half-duplex operation with an M5300
- 700/800 MHz, VHF 50W, UHF-L, and UHF-H frequencies with an M7300; and 800 and 900 MHz frequencies with an M5300



Multiple Operating Modes

The CS7000 supports multiple operating modes, including OpenSky[®] digital operation, Enhanced Digital Access Communication System (EDACS[®]) or ProVoice[™] trunked modes, P25 digital trunked mode, P25 digital conventional mode, and conventional analog mode.

Project 25 Interoperability

The CS7000 provides Project 25 digital conventional or trunked capabilities for interoperability with other critical communications users.

Over-the-Air Programming

Harris radios benefit from a flexible, software-based, digital radio design. Features and user profiles are software-defined and can be reprogrammed over the air. The over-the-air programming feature allows communications protocols to be changed easily and added at any time.

User Interfaces

The CS7000 provides a Controller Area Network (CAN) interface that supports up to five control head units, which allows users to operate either a single dispatch group with multiple users or a dispatch center with multiple groups, all on a first-come, first-served basis. Alternatively, the CS7000 can be configured to support tone remote equipment connected via the optional remote interface module.

The CS7000 can interface with the SP721 Desktop Controller. The SP721 is a fully digital remote controller that uses the industry standard CAN interface. The SP721 provides the same user interface as the CH721 Control Unit.

The mobiles for the CS7000 provide a fixed audio level to the remote interface that is not affected by the front volume control.

External Connections

The CS7000 contains an internal power supply and requires connections only to an external N-type antenna, AC power, and a user interface. The CS7000 also includes the CAN interface which, along with the TIA/EIA-232 serial interface, allows for simple reconfiguration and peripheral support of optional equipment such as the control head or IP remote equipment.

Secure Communications

Optional password protection and Advanced Encryption Standard (AES) are available for maximum security. Harris radios operate the most advanced vocoder on a private wireless Intranet that provides maximum voice channel capacity.

OpenSky Operation

OpenSky is a secure integrated digital voice and data communication system. OpenSky leverages the power of IP and packet technology for reliability and

scalability to bring open data applications to the user. OpenSky uses a 19.2-kbps physical bit rate 4-slot Time Division Multiple Access (TDMA) airlink to achieve 6.25-kHz voice channel spectral efficiency and dynamic bandwidth allocation.

EDACS Software-Based Features

Based on Digital Signal Processor (DSP) architecture, the feature set of the M5300/M7300 is extensive and easily expandable through software upgrades to meet the specific requirements of users.

- The standard M5300/M7300 incorporates the critical communications features Emergency and Dynamic Regroup to deliver advanced performance.
- Trunked systems/groups may be configured for up to 1,024 different combinations and up to 1,024 conventional channels.
- ProFile[™] offers easy over-the-air programming for efficient updates of radios.
- ProScan[™] provides the user smooth, automatic roaming between sites.
- The M5300/M7300 includes conventional operation.

Technical specifications are subject to change without notice. Product sales are subject to applicable U.S. export control laws.

General Specifications

Dimensions (H x W x D):

Desktop (excludes rubber feet):	3.5 x 17 x 13.1 in. (8.9 x 43.2 x 33.3 cm)
Rack Mount:	3.5 x 17 x 13.1 in. (8.9 x 43.2 x 33.3 cm)

Weight:

Without Transceiver:	18 lb (8.2 kg)
With Transceiver:	24 lb (11 kg)

Operating Temperature Range:

Local Control Unit

@ 50% duty cycle:	-22 to +104°F (-30 to +40°C)
@ 20% duty cycle:	-22 to +140°F (-30 to +60°C)

Local Remote Unit

@ 50% duty cycle:	+32 to +104°F (0 to +40°C)
@ 20% duty cycle:	+32 to +140°F (0 to +60°C)

Storage Temperature Range:

-40 to +140°F (-40 to +60°C)

System Voltage:

110-120 VAC, 50/60 Hz
220-240 VAC, 50/60 Hz

Maximum Current:

4.0 Amps

Mounting:

19-inch rack mount

Programming:

Over-the-Air Programming
Direct Connect TIA/EIA-232 Serial Programming

Safety Approvals:

UL 60950-1, CSA 22.2

Please refer to the appropriate M7300 or M5300 Mobile data sheet for additional specifications.

Options and Accessories

- Tone Remote Interface Module for connectivity to third-party tone
- Advanced Encryption Standard (AES)
- 7 dBd (9 dBi) Directional Antenna (N-type Connector)



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SP721 Desktop Controller

The SP721 Desktop Controller provides

- Remote voice and data access to CS7000 Control Stations
- Easy-to-use controls based on the CH721 Control Unit
- Industry standard Controller Area Network (CAN) interface



The SP721 Desktop Controller is part of the Harris suite of mobile radio products delivering high-capacity, end-to-end, digital communication. The SP721 provides remote access for voice, data, and control of CS7000 Control Stations.

Easy-to-Use Controls

The SP721 Desktop Controller design is based on the CH721 Control Unit, so it provides the same interface for ease of use. It has independent volume and display controls, three software configurable preset buttons, a recessed emergency button, and a 3x4 Dual-tone Multi-frequency (DTMF) keypad.

The SP721 supports voice access to the radio via PTT

microphone. The SP721 contains an integral 3-Watt speaker and provides the interface to connect to an external 15-Watt speaker. The SP721 also includes an interface for a footswitch PTT in order to support microphones/headsets that do not contain integral PTT switches and to support operators who prefer to use footswitches.

Industry Standard Interface

The SP721 includes the industry standard Controller Area Network (CAN) 2.0B interface for connecting to radio products. The CAN interface allows flexible mounting of control stations. Support is provided for up to five SP721 Desktop

Controllers or other CAN peripherals.

Reliable Performance

Durable construction enables the SP721 Desktop Controller to function in demanding environments. The unit meets MIL-STD-810G specifications for humidity, altitude, temperature, vibration, and shock.

High-Visibility Display

The SP721 functions on a standard 15-character vacuum fluorescent display suitable for high visibility. Backlighting helps maintain visibility in low-light environments.

Technical specifications are subject to change without notice. Product sales are subject to applicable U.S. export control laws.

General Specifications

Dimensions (H x W x D):
 3.87 x 12.75 x 8.12 in.
 (9.82 x 32.38 x 20.62 cm)

Weight:
 10.35 lb (4.7 kg)

Operating Temperature Range:
 +32 to +122°F
 (0 to +50°C)

Input Voltage:
 100-260 VAC (47-63 Hz)

Maximum Current:
 0.75A (AC)

CAN interface:
 2.0B 500 kbps
 Supports 5 CAN peripherals

Display:
 15-character vacuum fluorescent (alphanumeric)

Construction:
 Molded plastic/sheet metal

Audio Input/Output

Maximum Audio Input Level (Vpp):	2.5
Frequency Response:	300 Hz-3.0 kHz
Sampling Rate (kHz):	8.0
Maximum Audio Distortion (%):	5
Internal Speaker (W):	3
External Speaker Output Power:	15W 4Ω

Rear Panel Connections

Connector	
DB-9	Same functionality as CH721
DB-25	Same functionality as CH721
CAN (2 connectors)	Same functionality as CH721
EXT PTT	3.5 mm mono jack (CH721 and radio to be programmed for external PTT on Input 1)
EXT SPKR	1/4 inch mono audio jack (breaks audio to internal 3W speaker for external 15W speaker)

Environmental Specifications

Standard	Parameter	Methods & Procedures
MIL-STD-810G	Low Pressure	500.5, Proc. I, II
	High Temperature	501.5, Proc. I, II
	Low Temperature	502.5, Proc. I, II
	Temperature Shock	503.5, Proc. I-B
	Humidity	507.5, Proc. II
	Basic Transportation Vibration	514.6, Proc. I, Category 4
	Functional/Basic Shock	516.6, Proc. I
ESD		EN 61000-4-2



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EMS		EMS Proprietary Fund FYE 2013				EMS Proprietary Fund FYE 2014		Departmental Request
		Approved Budget	As of 7/15/13	Year End Estimate	Proposed Budget	2014 Budget Proposed from FIRE DEPT.		
INCOME		-207,792	-199,310	-199,310	-199,310			
	• Service Fee Revenue							
	• Collections	110,000	78,167	98,737	110,000	110,000		
	Total • Service Fee Revenue	110,000	78,167	98,737	110,000	110,000		
	TOTAL INCOME	110,000	78,167	98,737	110,000	110,000		
EXPENSES								
08-510-5101	• Salaries	252,945	208,563	263,448	261,553	261,553	Six FF/Paramedics Full Time	
08-510-5102	• Overtime	12,345	11,596	14,648		15,000	Scheduled and unscheduled overtime	
08-510-5103	• Social Security	19,350	16,753	21,162	20,009	20,009		
08-510-5104	• Retirement	11,435	8,838	11,164	13,130	13,130		
08-510-5105	• Health Insurance	24,285	19,647	24,817	36,425	36,425		
08-510-5106	• Disability Insurance					0		
08-510-5107	• Worker's Compensation					0		
08-510-5108	• Unemployment Compensation	315	315	398	1,566	1,566		
08-510-5110/5107	• Pre-Employment Physicals	500	0	0		0		
08-510-5111	• Longevity Pay	1,020	1,020	1,288	1,780	1,780		
08-510-5112	• Certification Pay	5,400	4,362	5,510	6,300	6,300		
08-510-5115	• Life, AD&D, STD, & LTD Insurance	3,300	2,456	3,102	3,306	3,306		
08-510-5116	• Vision & Dental Insurance	1,890	1,438	1,816	1,920	1,920		
	Total EMS Personnel	332,785	274,988	347,353	345,989	360,989		
08-570-5200	• Pages and Cell Phones	4,720	3,723	4,703		4,720	Includes 2 cell phones for EMS Units M-1 & M-2, Cell phone allowance for 6 ems personnel, and air cards \$1000	
08-570-5201	• Subscriptions	500	0	0		500		
08-570-5202	• Memberships and Licenses	1,250	1,070	1,352		1,500	STRAC, TDHS, Provider License Renewal	
08-570-5203	• Schools and Seminars	1,000	600	758		2,500	CE Requirements	
08-570-5210	• Other Contractual / Prof. Svcs.	9,000	5,932	7,493		9,000	Medical Waste, Dib. Service, Lucas device	
08-570-5211	• Medical Direction	15,000	11,250	14,211		15,000	Dr Manifold	
	Total EMS Contractual	31,470	22,575	28,516	0	33,220		
08-570-5302	• Operating Expenses	1,000	207	261		2,250		
08-570-5303	• Computer Supplies / Software	1,250	0	0		2,000	800 x 2 pcr's to STRAC	
08-570-5305	• Maintenance and Repair	3,000	953	1,204		3,000		
08-570-5306	• Motor Fuel and Lubricants	5,855	3,372	4,259		5,500		
08-570-5317	• Medical Supplies	15,010	11,207	14,156		15,000	O2, Medical supplies, expendable items	
08-570-5324	• Uniform Allowance	4,320	4,230	5,343		4,320	6 ems personnel	
08-570-5328	• Public Information	0	0	0		500	CPR Classes, Public Education	
08-570-5321	• Tools / Apparatus / Accessories	11,240	6,314	7,976		7,000	Equipment replacement	
	Automobiles, Machinery, and Equipment	2,960	2,953	3,730		0	Placed in Capital Outlay	
08-570-5322	• Vehicle Maintenance and Repairs	1,750	1,530	1,933		2,000		
	Total EMS Other Commodities	46,385	30,766	38,862	0	41,570		
580-5500	• Computer Equipment					0		
580-5501	• Automobiles, Machinery, and Equipment					50,648	Stryker Steer-Lock System, LIFEPAK-15, Lucas	
580-5502	• Furniture & Fixtures & Equipment					0		
580-5503	• Payments Vehicle Lease / Purchase					0		
	• Grant Expenses					0		
	Total EMS Capital Outlay	0	0	0	0	50,648		
	TOTAL EXPENDITURES	410,640	328,329	414,731	345,989	486,427		
	SUBTOTAL	-300,640	-250,162	-315,994	-235,989			
	Current Year Amount to/(from) General Fund Undesignated Reserve							
	NET INCOME	0	0	0	-235,989			
	Total EMS Proprietary Fund Balance as of 7/15/2013	-207,792	-199,310	-199,310	-435,299			

**CITY OF HELOTES
FIRE DEPARTMENT
2013-2014 BUDGET**

**CAPITAL IMPROVEMENT REQUESTS
EMS**

Prioritized by Department

**1. Capital Improvement Item:
Stryker Steer-Lock System**

Description:

The Stryker Steer-Lock System will be installed on both Ambulance stretchers. These devices are used to assist the Paramedic when the stretcher is on an incline. It is not only a breaking device, but also assist with keeping the stretcher from going sideways on inclines greatly improving patient safety.

Cost Estimate: \$1,540

2 – Stryker Steer-Lock systems, including installation \$1,540

**2. Capital Improvement Item:
LIFEPAK® 15**

Description:

The LIFEPAK® 15 monitor/defibrillator is the new standard in emergency care for ALS teams who want the most clinically innovative, operationally innovative and LIFEPAK TOUGH device available today. The 15 integrates Masimo Rainbow SET technology that monitors SpO2, Carbon Monoxide and Methemoglobin, includes a metronome to guide CPR compressions and ventilations and provides an option to escalate energy to 360J. An entirely new platform, the 15 is powered by Lithium-ion battery technology, incorporates the SunVue display screen for view ability in bright sunlight, and data connectivity to easily and securely collect and send patient information. Similar form factor and user interface with the LIFEPAK 12 defibrillator/monitor will ease transition and training costs.

Cost Estimate: \$35,000

LIFEPAK® 15 \$35,000 each

3. **Capital Improvement Item:**
Purchase Physio-Control Lucas 2 device

Description:

LUCAS is a portable, easy-to-use device that delivers automated, guidelines-consistent chest compressions to improve blood flow in victims of cardiac arrest. LUCAS performs at a rate of 100 compressions per minute with a depth of 1.5 to 2 inches. It also allows for complete chest wall recoil after each compression and provides a 50% duty cycle—equal compression and relaxation time for the chest wall.

Cost Estimate: \$14,108
Physio-Control Lucas 2 devices \$14,108

Total Capital Improvement Requests for EMS: \$50,648
These costs have been included in the Department Budget Proposal

**CITY OF HELOTES
FIRE DEPARTMENT
2013-2014 BUDGET**

PROGRAM IMPROVEMENT REQUEST

Improvement:

Increase Certification Pay to include higher levels of certification for both Fire and EMS.

Description of Proposed Change:

Currently employees receive certification pay in Fire or EMS, whichever is more, but not both. This proposal would provide certification pay for higher levels of certification in both Fire and EMS. It is proposed that the certification pay currently issued remains in place, but enable employees to be eligible for both, should they qualify.

In addition, it is proposed that certification pay be provided to those individuals who have Driver/Operator certification through the Texas Commission on Fire Protection and have completed the Departmental Driver/Operation Step-Up Program. It is proposed that employees who qualify for this certification pay receive \$50 per month in certification pay.

Program Improvement Cost Estimate:

First Year Cost Estimate:

Including both Fire and EMS Certification	4 Employees	\$ 2,400
Driver/Operator Certification	7 Employees	<u>\$ 4,200</u>
<i>Total First Year Cost Estimate:</i>		<i>\$ 6,600</i>

These costs are not included in the Departmental Budget Proposal

**CITY OF HELOTES
FIRE DEPARTMENT
2013-2014 BUDGET**

PROGRAM IMPROVEMENT REQUEST

Improvement:

Create three new full time Firefighter/Paramedic positions. These three positions will be assigned to a shift schedule (24/48). The number of personnel assigned to each of the three shifts would increase to six personnel per shift. The current minimum staffing level is four personnel, with a minimum of two Paramedics. With these three additional personnel the minimum targeted shift staffing level would increase to five personnel, with a minimum of two Paramedics.

Description of Proposed Change:

Currently there are five full time personnel assigned to each of the three shifts. The current shift staffing consists of the Shift Captain and four Firefighter positions. The minimum staffing for each shift is four personnel, with at least two Paramedics. With the addition of the three new full time Firefighter/Paramedic positions, one full time position would be added to each of the three shifts. This addition of personnel would increase the targeted minimum staffing level on each shift to five personnel. The goal of the targeted minimum staffing level would be to have a minimum of five personnel on each shift at least 90% of the time. **Assigned staffing levels on each shift would be increased to six personnel, with at least three of those six personnel being Paramedic qualified.**

Apparatus assignments, during minimum staffing, are currently two personnel assigned to the ambulance and two personnel assigned to the engine. With the addition of these new positions the targeted minimum staffing on apparatus assignments would increase to three personnel on the engine, with two personnel on the ambulance. This increase in full time Firefighter/Paramedic positions will increase the level of safety to both firefighters and for residents and businesses in Helotes.

The National Fire Protection Association Standards 1710, 1720 and 1500, as well as OSHA Respiratory Protection Standard 29, CFR 1910.134 establish industry standards relative to safe operations during structural emergencies to include the "Two In/Two Out" standard. This standard is adopted by the Texas Commission on Fire Protection which is the regulatory authority for career firefighters and departments in the state of Texas.

The "Two In/Two Out" standard basically requires that when two personnel enter an Immediately Dangerous to Life and Health (IDLH) environment that at least two personnel will be assigned outside the IDLH environment to assist/rescue the interior crew, if needed. The apparatus operator and the incident commander should not be

included as part of the Immediate Rapid Intervention Team (IRIT). With the addition of these three Firefighter/Paramedic positions during minimum staffing there is still a marginal number of personnel during IDLH operations.

These Firefighter/Paramedic positions will also increase our EMS capabilities by providing higher qualified personnel. In order to provide Advanced Level Support (ALS) skills by our EMS personnel they are required to hold Paramedic certification or higher. Examples of ALS skills include reading and interpreting 12 lead heart monitoring and administering cardiac drugs. These skills are common skills performed by our Paramedics on a regular basis.

See attached job description.

Program Improvement Cost Estimate:

Salary	\$ 39,990.00
FICA increase	\$ 3,059.00
TMRS increase	\$ 2,008.00
Medical Insurance	\$ 6,071.00
Vision/ Dental Insurance	\$ 320.00
<u>Disability Insurance</u>	<u>\$ 540.00</u>
Total Cost Each Position	\$ 51,988.00

TOTAL (3 POSITIONS) \$155,964.00

These costs are not included in the Departmental Budget Proposal

CITY OF HELOTES
JOB DESCRIPTION

JOB TITLE: Firefighter/Paramedic
DEPARTMENT: Fire
FLSA STATUS: Non-Exempt
EFFECTIVE DATE: August 30, 2012

JOB SUMMARY:

Under the direct supervision of the shift Captain and/or Medical Director, working on a 24 hour shift; control and extinguish fires, protect life and property; administer emergency medical treatment by providing definitive care at the scene of an accident or illness and do related work and duties as required.

ESSENTIAL JOB FUNCTIONS:

Respond to fires, fire alarms, emergency medical service calls and other emergency calls;

Provide emergency medical care at the scene of illness or injury;

Prepare and respond to emergencies;

Triage and assure safe transport;

Operate emergency medical and rescue equipment including safe driving skills of the ambulance;

Perform hazardous tasks under emergency conditions which may require strenuous exertion while caring for critically ill and injured people;

Perform fire suppression functions including rescue, deploying and operating hose, ventilate roofs;

Perform salvage work after fires, and other related tasks associated with fire suppression;

Operate emergency medical, to include advanced life support equipment, fire and rescue equipment in a safe manner;

Work in and perform rescue and emergency care at hazardous materials scenes, disasters, mass casualty situations, or where weapons of mass destruction have been used or may be present;

Perform rescue or rescue support functions at scenes requiring technical rescue, such as water/swift water rescue, confined space rescue, trench rescue, vehicle extrications, vertical rescue, building collapse, or rescue from other types of entrapment;

Work in an outdoor environment subject to extremes of temperature, inclement weather and intermittent exposure to dust, fumes and loud noise intensity;

Maintain physical activity over prolonged periods of time including standing attacking a fire, walking, kneeling and stooping in awkward positions and moving/lifting heavy objects up to 100 pounds;

Climb ladders and work at considerable height while supported by ladders or ropes;

Work in close/confined spaces safely;

Wear/use self contained breathing apparatus and/or air purifying respirators and other personal protective and chemical protective equipment as required;

May be required to work holidays and respond to emergencies while off duty and "fill-in" as needed;

Work on a shift of 24 hours on duty and 48 hours off duty;

May be assigned other work schedules as needed;

Inspect, clean and maintain apparatus, equipment, quarters and grounds;

Inspect and maintain special hazardous materials incident response equipment;

Conduct inspections of businesses and hydrants to ensure compliance with City ordinances pertaining to fire codes;

Conduct pre-incident evaluations and develop plans for emergency responses to those properties;

Participate in and occasionally conduct fire and EMS training classes and drills;

Study technical materials on equipment operation, fire suppression, rescue, EMS, hazardous materials and fire prevention to improve or maintain an effective level of performance;

Perform related duties such as physical training each shift;

Study maps to learn the district assigned as necessary;

Use and maintain safety equipment as required by departmental regulations;

Work effectively as a team member;

Converse fluently in English and read English;

Use tact, diplomacy and discretion as required;

Read, write and understand written instructions, reports, maps, plans and documents;

Maintain the appropriate uniform and acceptable personal hygiene;

Must have the ability to report to work on time and remain on duty for the duration of the assigned work schedule;

Must have the ability to attend work regularly and predictably; and

Must not pose a threat to the health and safety of self or others.

OTHER JOB FUNCTIONS:

May be required to drive and operate fire apparatus including operating pump and assigned equipment;

Operate special computers, instruments and communications equipment; and

Conduct station tours and other lectures/demonstrations.

EDUCATION, DEGREES, CERTIFICATES AND /OR LICENSES:

High School diploma or GED equivalent is required;

Associates Degree in Fire Science/EMS/Emergency Management is preferred;

Must be currently certified as Firefighter by the Texas Commission on Fire Protection;

Current Texas Department of State Health Services EMT Paramedic certification or license is required;

A valid Texas Motor Vehicle License and the ability to remain eligible to drive under the City's driver evaluation program are required;

A Texas CDL-B commercial vehicle operator's license is required within one year of employment and

All required licenses and certifications must be current and valid.

EXPERIENCE, TRAINING, KNOWLEDGE AND SKILL:

Must have knowledge of: the human body and its systems, applicable traffic laws, medical-legal aspects of this position and clients' rights; safety and security procedures to allow duties to be carried out in hostile environments; the territory in the service area and medical facility locations and classifications; emergency driving techniques; maintenance and use of supplies; The ability to: maintain Paramedic level certification or license; deal appropriately with people in stressful situations; display good judgment while under stress; keep records and prepare reports; communicate and understand written and oral instructions; reason abstractly using mechanical concepts; take effective action in emergency situations; maintain emotional stability to perform hazardous duties during emergency medical, firefighting, rescue, and hazardous materials responses while under stress; understand oral and written instructions and directions; get along well with the public and other employees; maintain physical endurance and agility; and practice sound safety and work habits.

Must have knowledge of: operation and maintenance of fire fighting, rescue, hazardous materials and EMS equipment; operate under the Medical Director's Standard Medical Operating Procedures; City ordinances and codes pertaining to fire safety; City's water supply system, fire hydrant locations, layout of streets and special or built-in hazards they pose; principles, equipment, technical information

and practices in fighting residential, commercial and open space fires; knowledge of operation and maintenance of fire fighting equipment and other specialized equipment used by the department.

OTHER REQUIREMENTS:

Must have no history of criminal or improper conduct, which may affect suitability for fire service/EMS work:

Must not have been convicted, placed on deferred adjudication, probation or any type of court ordered supervision for any felony under laws of Texas, another state or the United States;

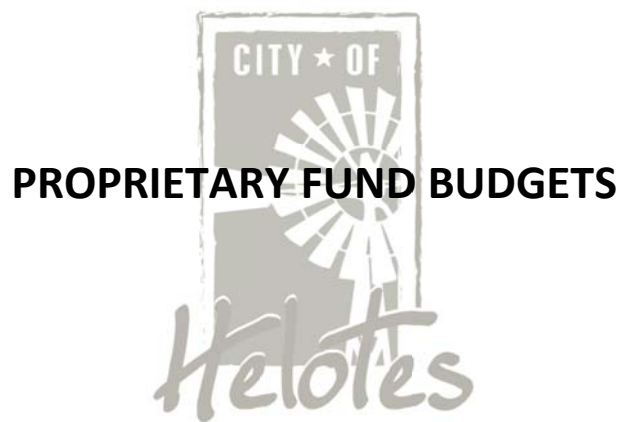
At the time of application, must not be on probation, community supervision, deferred adjudication or any type of court ordered supervision for any criminal offense;

All other arrests and convictions are evaluated on an individual basis based on the nature and gravity of the offense, time passed since the conviction and/or completion of sentence; and

Any and all prior military service is required to have resulted in at least an under honorable conditions discharge.

FYE 2014 Adopted General Fund Expenditures – Fire Department

· Fire Department Expenditure					
	· Salaries	588,332	546,862	570,638	647,835
	· Overtime	25,955	25,202	26,297	27,100
	· Social Security	56,625	51,777	54,028	49,560
	· Retirement	26,355	26,216	27,356	32,520
	· Health Insurance	43,890	43,726	45,627	60,300
	· Unemployment Compensation	737	737	737	3,395
	· Physicals	240	218	227	240
	· Longevity	6,060	6,060	6,060	7,330
	· Certification Pay	7,350	7,299	7,350	8,250
	· Part-time Fire Fighters	96,260	96,260	100,445	106,815
	· Life, AD&D, STD, and LTD Insurance	7,215	6,361	6,638	8,025
	· Vision and Dental Insurance	3,780	3,417	3,566	4,265
	Total Fire Dept. Personnel Services	862,799	814,134	848,970	955,635
	· Pagers and Cellular Phones	5,545	4,935	5,384	6,000
	· Subscriptions	1,315	1,282	1,399	1,500
	· Membership, Dues, and Licenses	2,115	2,115	2,115	2,700
	· Schools and Seminars	2,565	2,565	2,565	2,400
	· Other Contractual / Prof. Svcs.	3,944	3,944	4,302	5,850
	Total Fire Dept. Contractual Services	15,484	14,841	15,765	18,450
	· Office Supplies	3,000	2,650	2,891	3,000
	· Operating Supplies	8,496	8,330	9,087	8,250
	· Computer Supplies / Equipment / EOC Outfitting	11,800	10,316	11,254	8,000
	· Repairs and Maintenance Supplies	17,610	12,197	13,306	11,000
	· Fuel and Lubricants	7,300	7,173	7,825	8,000
	· Automobiles, Machinery, and Equipment	14,269	8,147	8,888	39,000
	· Tools, Apparatus, and Accessories	27,235	18,223	19,880	21,280
	· Vehicle Maintenance and Repairs	6,097	6,097	6,651	6,095
	· Postage	450	381	416	400
	· Uniform Allowance	12,600	9,276	10,119	12,600
	Total Fire Dept. Other Commodities	108,856	82,791	90,317	117,625
Total · Fire Department Expenditure		987,139	911,766	955,052	1,091,710
TOTAL EXPENDITURES		4,190,337	3,935,553	4,143,961	4,393,741
SUBTOTAL		617,255	403,470	622,688	721,105
	Current Year Amount From General Fund Undesignated Reserve For Dispatch / EMS Proprietary Funds and Land Purchase	(617,255)	(600,749)	(622,688)	(721,105)
NET INCOME		0	-197,279	0	0
Total Ending Fund Balance as of September 30		2,587,951	2,390,672	2,587,951	2,587,951



FYE 2014 Adopted Proprietary Fund Revenues / Expenditures – Dispatch Department

FYE 2013 Accomplishments:

- Implemented OMNIXX returns within patrol car MDTs. OMNIXX added to Dispatch Supervisor, Lt. Burgess, Sgt. Fleckenstein, and Det. Gonzalez' offices.
- All dispatchers attained Advanced Telecommunicator Certification and Emergency Medical Dispatching Certification.
- Increase personnel efficiencies in the Dispatch Center.

FYE 2014 Goals:

- Equip third dispatch station.
- Finalize “silent dispatching” in Computer Aided Dispatching software so that Police Officers can see key cards on MDTs.
- Increase telecommunicator training activities for all dispatchers.

		Dispatch Proprietary Fund	Dispatch Proprietary Fund	Dispatch Proprietary Fund	Dispatch Proprietary Fund
		FYE 2013	FYE 2013	FYE 2013	FYE 2014
		Approved Budget	As of 9/9/13	Year End Estimate	Proposed Budget
Total Beginning Fund Balance as of October 1		-250,929	-250,929	-250,929	-250,929
INCOME					
· Agency Revenue					
	· City of Grey Forest	5,005	4,170	5,005	5,005
Total · Agency Revenue		5,005	4,170	5,005	5,005
TOTAL INCOME		5,005	4,170	5,005	5,005
EXPENSES					
· Dispatch Expenditure					
	· Salaries	219,470	205,620	214,560	257,255
	· Overtime	6,280	6,174	6,442	6,445
	· Social Security	16,770	16,701	17,427	19,680
	· Retirement	9,375	9,310	9,715	12,215
	· Health Insurance	22,785	21,800	22,748	32,470
	· Unemployment	336	336	336	2,085
	· Longevity Pay	1,460	1,190	1,190	1,930
	· Certification Pay	7,950	7,905	7,905	10,200
	· Life, AD&D, STD, and LTD Insurance	2,500	2,482	2,589	3,250
	· Vision and Dental Insurance	1,890	1,706	1,780	2,295
	Total Dispatch Personnel Services	288,816	273,224	284,693	347,825
	· Pagers and Cell Phones	420	420	420	840
	· Schools and Seminars	1,204	1,204	1,204	500
	· Harris Communications Maintenance Agreement	14,424	14,424	14,424	14,500
	· Computer, Technology, and Equipment Purchase / Maintenance	7,912	7,912	7,912	2,500
	· Office Supplies	433	393	433	425
	· Operating Supplies	682	688	688	700
	· Telephony and Console No. 3 Setup / Upgrade	3,128	3,128	3,128	0
	· BADGE MobileLink CAD Server Software	4,601	4,601	4,601	0
	Total Dispatch Other Commodities	32,805	32,771	32,812	19,515
Total · Dispatch Expenditures		321,621	305,995	317,505	367,340
TOTAL EXPENDITURES		321,621	305,995	317,505	367,340
SUBTOTAL		-316,616	-301,825	-312,500	-362,335
	Current Year Amount to/(from) Dispatch Fund Undesignated Reserve	316,616	301,825	312,500	362,335
NET INCOME		0	0	0	0
Total Ending Fund Balance as of September 30		-250,929	-250,929	-250,929	-250,929

FYE 2014 Adopted Proprietary Fund Revenues / Expenditures – EMS Department

		EMS Proprietary Fund FYE 2013	EMS Proprietary Fund FYE 2013	EMS Proprietary Fund FYE 2013	EMS Proprietary Fund FYE 2014
		Approved Budget	As of 9/9/13	Year End Estimate	Proposed Budget
Total Beginning Fund Balance as of October 1		-324,750	-324,750	-324,750	-324,750
INCOME					
· Service Fee Revenue					
	· Interest	0	6,182	6,744	7,410
	· Service Fees	110,000	86,714	94,597	110,000.00
Total · Service Fee Revenue		110,000	92,895	101,341	117,410
TOTAL INCOME		110,000	92,895	101,341	117,410
EXPENSES					
· EMS Expenditure					
	· Salaries	252,945	247,962	258,743	261,555
	· Overtime	13,095	13,026	13,593	14,500
	· Social Security	19,850	19,788	20,648	20,010
	· Retirement	11,935	11,813	12,327	13,130
	· Health Insurance	24,285	23,761	24,794	27,830
	· Unemployment	315	315	315	1,565
	· Longevity Pay	1,020	1,020	1,020	1,780
	· Pre-Employment Physicals	500	0	0	500
	· Certification Pay	5,400	5,193	5,400	5,400
	· Life, AD&D, STD, and LTD Insurance	3,300	2,991	3,121	3,305
	· Vision and Dental Insurance	1,890	1,753	1,829	1,970
	Total EMS Personnel Services	334,535	327,622	341,790	351,545
	· Pagers and Cell Phones	4,720	3,903	4,257	4,720
	· Subscriptions	500	0	0	500
	· Memberships and Licenses	2,000	1,801	1,965	1,250
	· Schools and Seminars	1,000	600	655	2,000
	· Other Contractual / Prof. Svcs.	7,500	5,987	6,532	7,500
	· Medical Direction	15,000	13,750	15,000	15,000
	Total Contractual Services	30,720	26,041	28,408	30,970
	· Operating Expenses	1,000	207	226	1,000
	· Computer Supplies / Software	1,250	536	585	1,600
	· Maintenance and Repair	3,000	1,083	1,181	3,000
	· Motor Fuel and Lubricants	5,855	4,269	4,658	5,000
	· Medical Supplies	15,010	15,052	16,420	15,500
	· Uniform Allowance	4,320	4,230	4,320	4,320
	· Tools / Apparatus / Accessories	10,240	8,295	9,050	8,435
	· Automobiles, Machinery, and Equipment	2,960	2,953	3,221	2,960
	· Vehicle Maintenance and Repairs	1,750	1,530	1,669	1,850
	Total Commodities	45,385	38,156	41,330	43,665
Total · EMS Expenditures		410,640	391,819	411,528	426,180
TOTAL EXPENDITURES		410,640	391,819	411,528	426,180
SUBTOTAL		-300,640	-298,924	-310,188	-308,770
	Current Year Amount to/(from) EMS Fund Undesignated Reserve	300,640	298,924	310,188	308,770
NET INCOME		0	0	0	0
Total Ending Fund Balance as of September 30		-324,750	-324,750	-324,750	-324,750



**INTEREST AND SINKING
FUND BUDGET**

FYE 2014 Adopted Interest and Sinking Fund Revenues / Expenditures

		Interest and Sinking Fund	Interest and Sinking Fund	Interest and Sinking Fund	Interest and Sinking Fund
		FYE 2013	FYE 2013	FYE 2013	FYE 2014
		Approved Budget	As of 9/9/13	Year End Estimate	Proposed Budget
Total Beginning Fund Balance as of October 1		84,972	84,972	84,972	116,050
INCOME					
• Tax Revenues					
	• Ad Valorem Revenue	508,679	607,200	607,200	477,465
	• Contractual (EDC) Revenue	293,413	293,413	293,413	291,830
	• Interest	297	223	243	250
Total • Tax Revenues		802,389	900,836	900,856	769,545
TOTAL INCOME		802,389	900,836	900,856	769,545
EXPENSES					
• Debt Service Expenditures					
	• Processing Fees	1,000	1,000	1,000	1,000
	• 2002 Cert. of Oblig.				
	Principal	115,000	115,000	115,000	120,000
	Interest	23,965	23,965	23,965	19,265
	• 2007 Cert. of Oblig.				
	Principal	410,000	410,000	410,000	425,000
	Interest	319,902	319,812	319,812	303,495
	Total Expenditures	869,867	869,777	869,777	868,760
Total • Debt Service Expenditures		869,867	869,777	869,777	868,760
TOTAL EXPENDITURES		869,867	869,777	869,777	868,760
SUBTOTAL		-67,478	31,058	31,078	-99,215
NET INCOME		-67,478	31,058	31,078	-99,215
Total Ending Fund Balance as of September 30		17,494	116,030	116,050	16,835



**CAPITAL REPLACEMENT
FUND BUDGET**

FYE 2014 Adopted Capital Replacement Fund Revenues / Expenditures

		Capital Replacement Fund	Capital Replacement Fund	Capital Replacement Fund	Capital Replacement Fund
		FYE 2013	FYE 2013	FYE 2013	FYE 2014
		Approved Budget	As of 9/9/13	Year End Estimate	Proposed Budget
Total Beginning Fund Balance as of October 1		165,852	165,852	165,852	192,737
INCOME					
· Miscellaneous Revenues					
	· EDC Transfer-In	35,000	35,000	35,000	163,850
	· Police Dept. Misc. Revenue	2,175	2,500	2,500	2,500
	· Fire Dept. Misc. Revenue	0	1,100	1,100	1,100
	· Admin. Misc. Revenue	0	0	0	0
	· Interest	213	321	350	350
Total · Tax Revenues		37,388	38,921	38,950	167,800
TOTAL INCOME		37,388	38,921	38,950	167,800
EXPENSES					
· Capital Outlay Expenditures					
	· Fire Department	2,530	0	0	5,452
	· EDC	196,900	12,065	12,065	348,684
	· Police Department	3,490	0	0	6,402
	· Administration	425	0	0	0
	Total Expenditures	203,345	12,065	12,065	360,538
Total · Debt Service Expenditures		203,345	12,065	12,065	360,538
TOTAL EXPENDITURES		203,345	12,065	12,065	360,538
SUBTOTAL		-165,957	26,856	26,885	-192,737
NET INCOME		-165,957	26,856	26,885	-192,737
Total Ending Fund Balance as of September 30		-105	192,708	192,737	0



**HOTEL OCCUPANCY TAX
IN CORPORATE LIMITS AND ETJ**

ORDINANCE NO. _____

AN ORDINANCE OF THE CITY OF HELOTES, TEXAS (“CITY”) AMENDING THE CODE OF ORDINANCES BY ADDING NEW SECTIONS 82-4 – 82-9; IMPLEMENTING A SEVEN (7) PERCENT HOTEL OCCUPANCY TAX (“HOT”) WITHIN THE CITY AND ITS EXTRA-TERRITORIAL JURISDICTION (“ETJ”) IN THE MANNER AUTHORIZED BY TEXAS TAX CODE ANN. § 351.001 ET SEQ; DECLARING A PUBLIC PURPOSE; INCORPORATING RECITALS; PROVIDING A REPEALER; PROVIDING FOR SEVERABILITY AND SETTING AN EFFECTIVE DATE.

* * * * *

WHEREAS, the Texas Tax Code authorizes a municipality to levy a seven (7) percent tax upon the cost of occupancy of any room or space furnished by any hotel where such cost of occupancy is at the rate of \$2.00 or more per day, such tax to be equal to seven (7) percent of the consideration paid by the occupant of such room to such hotel; and

WHEREAS, the City Council after deliberation at a public meeting in the manner prescribed by law, wishes to add new Sections 82-4 – 82-9 to its municipal code imposing a seven (7) percent HOT tax; now

BE IT ORDAINED BY THE CITY COUNCIL OF HELOTES TEXAS:

SECTION 1. AMENDMENT. That the Code of Ordinances, City of Helotes, Texas (“Code”) is hereby amended to read as follows:

Sec. 82-4 Definitions.

The following words, terms, and phrases, where used in this article, shall have the meaning ascribed to them in this section, except where the context clearly indicates a different meaning.

Consideration means the cost of the room, sleeping space, bed, or other facility in such hotel and services rendered to the occupant of such room not related to the cleaning and readying of such room, sleeping space, bed or other facility for occupancy.

Hotel means any building or buildings, trailer or other facility, in which the public may, for a consideration, obtain sleeping accommodations. The term “hotel” shall include hotels, motels, tourist homes, houses or courts, lodging houses, inns, rooming houses, or other buildings where rooms are furnished for a consideration. The term “hotel” shall not include hospitals, group homes for individuals with disabilities, sanitariums or nursing homes.

HOT means the municipal Hotel Occupancy Tax imposed by Section 82-5 as authorized by the Texas Tax Code.

Occupancy means the use or possession, or the right to the use or possession of any room, sleeping space, bed or other facility in a hotel for any purpose.

Occupant means anyone who, for a consideration, uses, possesses, or has a right to use or possess any room, sleeping space, bed or other facility in a hotel under any lease, concession, permit, right of access, license, contract or agreement.

Permanent resident means any occupant who has or shall have the right to occupancy of any room, sleeping space or other facility in a hotel for at least thirty (30) consecutive days during the current calendar year or preceding year.

Person means any individual, company, corporation or association owning, operating, managing or controlling any hotel.

Quarterly period means the regular calendar quarters of the year used by the internal revenue service ("IRS") for the quarterly payment of estimated income taxes.

Section 82-5 Levy of tax; rate; exceptions

(a) There is hereby levied a tax upon the cost of occupancy of any room or space furnished by any hotel within the City and its extra territorial jurisdiction ("ETJ") where such cost of occupancy is at the rate of \$2.00 or more per day, such tax to be equal to seven (7%) percent of the consideration paid by the occupant of such room to such hotel.

(b) No tax shall be imposed hereunder upon a permanent resident. !

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Section 82-6 Collection.

Any person owning, operating, managing or controlling any hotel shall collect the tax imposed by Section 82-5 hereof.

Section 82-7 HOT Report/ Penalty and Interest

(a) Any person required to collect the tax imposed by Section 82-5 shall file a HOT report with the city secretary detailing the consideration paid for all room occupancies in the preceding quarter, the amount of tax collected on such occupancies, and any other information the city may reasonably require. Such person shall pay over without delay the tax due on such occupancies at the time of filing the HOT report along with a copy of the tax report filed with the state comptroller's office in connection with the state hotel occupancy tax.

(b) Quarterly reports and payments shall be due on the following dates:

- (i) First Quarter – April 15
- (ii) Second Quarter – July 15
- (iii) Third Quarter – October 15

(iv) Fourth Quarter – January 15

- (c) If the due date specified in subsection (b) hereof falls on a weekend or city holiday, the HOT report and payment shall be due on the next regular business day.
- (d) Any person failing to file a required report or to pay the city the tax imposed by Section 82-5 when due, will be assessed a five (5%) percent penalty on the amount of tax then due. If such report or tax is thirty (30) days or more late, an additional five (5%) percent penalty will be imposed on the tax due for a maximum penalty of ten (10%) percent; provided however that the minimum penalty amount imposed under this section shall not be less than twenty-five (\$25.00) dollars. If the penalty due under this section is not paid, such penalty shall incur simple interest at six (6%) percent per annum beginning on the sixtieth (60th) day from the date the tax was due.

Section 82-8 Rules and Regulations.

The City shall have the power to make such rules and regulations as necessary to effectively collect the tax levied herein and shall upon reasonable notice have access to the books and records necessary to audit and determine the correctness of any report filed with the city and the amount of tax due.

Section 82-9 Penalty.

Any person failing to comply with any reporting, collection, or payment obligation imposed herein including the payment of penalties and interest shall be deemed guilty of a misdemeanor and fined in the municipal court by the imposition of a penalty of not less than \$25.00 nor more than \$500.00 with each day of violation constituting a separate offense punishable by the imposition of a separate fine. In the prosecution of an offense under this section proof of a culpable mental state shall not be a necessary element of proof.

SECTION 2. PUBLIC PURPOSE. The City Council finds that the adoption of this ordinance is for the good government, peace and order of the municipality and is necessary and proper for carrying out a power granted unto the City.

SECTION 3. INCORPORATION OF RECITALS. The City Council finds the recitals contained in the preamble to this ordinance are true and correct and incorporates them as findings of fact.

SECTION 4. REPEALER. All ordinances, resolutions, and code sections in conflict herewith are repealed to the extent of such conflict.

SECTION 5. SEVERABILITY. If any provision of this ordinance is found by a court of competent jurisdiction to be invalid or unconstitutional, or if the application of this ordinance to any person or circumstance is found to be invalid or unconstitutional, such invalidity or unconstitutionality shall not affect the other provisions or applications of this ordinance which can be given effect without the invalid or unconstitutional provision or application.

SECTION 6. EFFECTIVE DATE. The ordinance shall be effective after approval by the City Council and publication in the Helotes Echo in the manner prescribed by Tex. Loc. Gov't Code Ann. Sec. 52.011.

ORDERED AND APPROVED, this _____ day of _____, 2013.

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CITY OF HELOTES, TEXAS

! ! ! ! ! ! !

By: _____

Hon. Tom Schoolcraft
Mayor

ATTEST: _____

Grace Tamez
City Secretary!

For additional information on the Hotel Occupancy Tax within the State of Texas, please visit https://www.oag.state.tx.us/AG_Publications/pdfs/econdevhb2013.pdf. Hotel Occupancy Tax information begins on page 134.



**ADOPTED FYE 2014
MUNICIPAL FEE SCHEDULE**

Adopted 9/12/13 (See Attachment)



**MUNICIPAL
EQUIPMENT INVENTORY**

Adopted 9/12/13 (See Attachment)